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THESIS

COST BENEFIT ANALYSIS OF THE MONTEREY PINES GOLF COURSE

by

Matthew D. Zielinski

June 2000

Thesis Advisor:
Associate Advisor:

Shu Liao
Doug Moses

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COST BENEFIT ANALYSIS OF THE MONTEREY PINES GOLF COURSE

Matthew D. Zielinski
Ensign, United States Navy
B.B.A., University of San Diego, 1999


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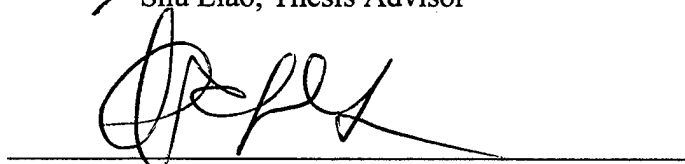
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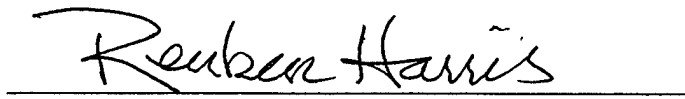
Author:


Matthew D. Zielinski

Approved by:


Shu Liao, Thesis Advisor


Doug Moses, Associate Advisor


Reuben Harris, Chairman
Department of Systems Management

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ABSTRACT

With the option of playing two PGA "championship" golf courses for nearly the same price as the local MWR golf course, servicemembers are questioning the value of Monterey Pines Golf Course, the government-operated course in the Monterey area.

The main purpose of this thesis is to examine the costs and benefits of having a government-operated course in Monterey, where the golf market is extremely competitive, and to examine alternatives to improve the course in terms of value and quality to the servicemember.

The research conducted first focused on gathering information through a questionnaire survey about the current state of Monterey Pines, from the eyes of the customer who plays the course. Research then focused on collecting and comparing operating and financial data from Monterey Pines with similar data from Bayonet and Black Horse Golf Courses. Finally, the study moved to examining the costs and benefits of three approaches to improving the course--one of which was a joint public/private venture similar to Bayonet and Black Horse in structure.

In conclusion, it was found that the course needs improvement or it will continue to face losing its military customer base. The three alternatives for improvement were all determined feasible, but strategic considerations of Monterey Pines' long-term market position will be necessary to make a final decision on improvements.

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I. INTRODUCTION

With the option of playing the City of Seaside's Bayonet and Black Horse for a discount, both of which are considered "championship" courses by the Professional Golf Association, active and retired military in the local Monterey area are questioning the value of having a Navy MWR-operated course. This study examines the value of the Naval Postgraduate School's Monterey Pines Golf Course, and compares the course both operationally and financially to Bayonet and Black Horse courses, two former military-operated courses. After determining the current state of Monterey Pines, three alternatives to improve Monterey Pines are examined in terms of costs and benefits.

A. MWR ACTIVITIES AND FUNDING

The Monterey Pines Golf Course operates under MWR (Morale, Welfare, and Recreation) as one of their many business activities to "provide quality support and recreational services that contribute to the retention, readiness and mental, physical, and emotional well-being of our Sailors." (MWR, 2000) MWR business activities operate as profit centers, generating revenues above the expenses that it incurs, similar to private sector businesses. The scope of MWR business activities include food, beverage, and entertainment, marinas, bowling centers, campsites and cabins, and golf courses. (MWR, 2000)

It is common to get the MWR business activities confused with the other programs MWR provides—ones that are known as "mission essential" or "community support" activities. Some of the common mission essential activities include fitness, recreation, and sports programs, and motion pictures, while some of the community

support activities include child care programs, youth activities, individual recreation programs, and other community focused activities. The confusion occurs because these three types of activities are not only classified and operated differently, but they are also funded differently based on their classification. (Practical Comptrollership, 1999)

All MWR programs are classified under one of three categories—A, B, or C. Category A programs are known as “mission sustaining activities,” while categories B and C are known as “Basic Community Support Activities” and “Business Activities,” respectively. All activities and programs can be viewed as if they fell upon a continuum that ranges from mission essential activities, the “A’s,” on one end to community desired activities, the “C’s,” on the other. Activities that are more mission essential receive higher levels of funding, while activities that are considered to be more community desired are usually more self-sufficient. (Practical Comptrollership, 1999)

Business activities are classified as revenue generators, or nonappropriated fund (NAF) activities, and are thus given the category “C” rating. MWR business activities do not receive any annual support funding, so they must exist on revenues that they take in from operations. All other MWR activities that are not business activities receive some level of appropriated funds (APF) from Congress so that they can exist. Current funding support targets can be viewed in Table 1.1. (Practical Comptrollership, 1999)

Because business activities do not receive any appropriated funds, they must set their prices accordingly so that revenue equals or exceeds expenses, or they will go out of business. These business activities operate very similar to a private sector company. A MWR business operation will strive for efficiency and to make a profit, like private

sector companies. They use accrual-based accounting systems for record keeping, and keep detailed financial statements such as an income statement and balance sheet.

APF Support Targets		
DoD standard is for APF support of 100% of <u>authorized</u> costs for all categories.		
<u>Category</u>	<u>Minimum</u>	<u>Maximum</u>
A	85%	100%
B	65%	100%
C	-	5%*

Table 1.1. Appropriated Funds Support Targets
*5% indirect cap authorized for CONUS activities; support equivalent to that provided CAT B activities for isolated and remote activities.

From Practical Comptrollership, 1999

However, unlike their civilian counterparts, all the money that business activities generate does not go back into the business activity alone. Other local area MWR activities (categories A and B) are supported with a percentage of the NAF money generated by the category C activity in addition to the APF support they receive annually. These NAF dollars are used as a supplement to maintain operations in Category A and B activities when necessary. (Practical Comptrollership, 1999)

B. MWR GOLF PROGRAM

As business activities, MWR golf programs strive to make a 5% net profit on all golf activity revenue. (MWR Golf Program, 2000) But the golf programs must also compete with other private sector golf courses in the local area, so they must set their prices lower than the competition in an effort to keep the servicemember's business. Within the Monterey Peninsula alone, there are twenty-two golf courses, so the competition is fairly fierce. Of these twenty-two, sixteen are public courses, and seven

are private courses. Monterey Pines is the lone MWR-operated course that is also open to the general public. Two of the public courses are also formerly Fort Ord-operated courses, where servicemembers can receive a discount on course fees. With all the competition in the area, there is definitely a need to examine the benefits of government-owned and operated golf course.

Due to its classification, Monterey Pines is at a disadvantage in terms of competition with local area golf courses. Because it is a category C MWR activity, and a revenue generator, it must share its revenues with category A and B activities in the Monterey area. Because of this, recapitalization and course improvement efforts suffer over the years, and the overall quality and “value” of the course to the servicemember fall as the course pales in comparison to the many other high quality courses in the area. As customers see the “value” of the course consistently dropping, they turn away from the government-owned golf course to other competitive courses in the area where the price may be higher, but the increased quality of the course may more than justify the higher price. This is particularly true in the case of the City of Seaside’s Bayonet and Black Horse Golf Courses, where the servicemember can play a higher quality course for slightly higher fee.

C. BAYONET AND BLACK HORSE GOLF COURSES

Bayonet Golf Course, named after the 7th Infantry Division at Fort Ord, was constructed on Fort Ord in 1954 for the servicemember’s use. Because of the success and popularity of the course, the course was upgraded and expanded, and a second course, Black Horse, named after the 11th Calvary Regiment, was added nearby in 1964. With

the BRAC of Fort Ord the courses were sold to the City of Seaside in 1997. (Bayonet and Black Horse, 2000)

BSL Golf Corporation provided the money for the City to purchase the two courses, in exchange for the rights to manage the courses for the next thirty years, and to keep the profits generated during the contract years as a return on their initial investment. This initial investment was considered BSL's lease payment on the courses for the full thirty-year contract with the City.

After taking over management of the two courses, approximately six to eight million dollars were invested in renovations and improvements in the two courses by BSL Golf Corporation. The courses have seen such extreme improvements that they are now hosting Masters and PGA qualifying tournaments, and have recently been awarded the BUY.COM tour, part of the PGA tour, the week of September 25, 2000. In July of 1999, the City of Seaside also approved plans for the construction of a 450-room Hilton Resort and Spa adjacent to the two courses. (Bayonet and Black Horse, 2000)

As part of the Army's contract signing over the courses to the City, military servicemembers living within a fifty-mile radius of the Monterey Area are authorized to play Bayonet and Black Horse for a discounted price. This arrangement will continue for ten years after the initial release of the property to the City. These courses estimated that the percentage of total rounds played by the military is approximately twenty-five percent.

D. RESEARCH QUESTIONS

The primary question that will be explored in this thesis is: Do the benefits associated with operating Monterey Pines outweigh the costs for the government? Here, the research conducted will address all the benefits and costs of the present state of the course. Also, what are benefits of the course operating under MWR to the service member/MWR? These benefits certainly need to be quantified, as well as who in fact is using the course. And finally, if the course were to be privatized, would the benefits be greater, would the quality of the course improve, or would the service member find the course less valuable?

Also, from input regarding what would be helpful to MWR from this research, some emphasis will be on researching what other courses in the area are doing to draw customers to their courses. This will include some research into advertising, tournaments, services, conditions, and costs of other similar courses in the Monterey area. Finally, some research on what the operating costs of other courses in the area would be extremely helpful to MWR representatives, however, this may be difficult to retrieve because it may be sensitive to competition.

The secondary questions associated with this study will include:

- (1) How do private courses calculate costs? Does Monterey Pines calculate costs similarly?
- (2) What are the exact costs of operating the course—including all the indirect costs and overheads?
- (3) What are all the benefits of the course to the Navy—including revenue, morale, etc.?

(4) How do Ft. Ord's Bayonet and Black Horse courses operate? Are these courses considered better in terms of play, quality, and value? Do these courses bring in more in terms of net income? How better off are these courses financially now that they are privately operated? Would it be better for Monterey Pines to operate in a similar manner?

(5) Would the Navy benefit by privatizing/outsourcing the course? Would the course have an improved net income/contribution to MWR? How would this affect conditions and operations of the course? Would it be considered a "better" course by the service members who golf at Monterey Pines if it was to be privatized?

(6) How do similar competitive courses in the area operate? How does Monterey Pines compare with similar courses?

(7) How does MWR presently benefit from operating Monterey Pines Golf Course? How much of the course's net income goes to support category B and C activities?

E. SCOPE OF THESIS

Available data on Monterey Pines Golf Course and on the former Ft. Ord-operated Bayonet and Blackhorse courses will be collected through questionnaire, archival, and field research. Archival operating and financial data on Monterey Pines will be collected from MWR, and similar data regarding Bayonet and Black Horse will be collected from the City of Seaside and the management group that operates the course. The collected historical financial data from Monterey Pines will be analyzed in terms of costs and benefits to the Navy. The financial information collected about the operations,

costs, and value of Monterey Pines will be compared with similar collected data from Bayonet and Black Horse, so that the course can be assessed in terms of quality, efficiency, and value.

F. ASSUMPTIONS AND LIMITATIONS

The first general assumption in this study is that Black Horse/Bayonet are “similar” and comparable courses to Monterey Pines, and are in the same relative market of Monterey Pines. Bayonet and Black Horse were chosen for comparison for several reasons, including their military history, the large number of service members who play the courses, and the recent change of management of the courses—from government-owned and operated to a joint public/private operation. Some people may argue that these courses are too different to compare, and any analysis between the two would be like comparing “apples to oranges.” Market studies may have to be conducted and taken into consideration for a more accurate analysis on this issue.

Due to time limitation, data can only be gathered about operations, general course conditions, and survey information for a limited time-- during the spring season. Because of this restriction, the data may not reveal the complete picture, especially when dealing with customer attitudes and opinions.

G. ORGANIZATION OF THE THESIS

This study was organized into six separate chapters to best present the information obtained.

Chapter I was an introduction to the research project, with discussion on both appropriated funded activities and nonappropriated fund activities, and their corresponding levels of funding. The discussion then focused on both the Monterey Pines Golf Course, the topic of this study, and the Bayonet and Black Horse courses, which will be compared financially with Monterey Pines in later chapters. Finally the chapter presented the research questions to be examined, and the scope, limitations, assumptions of the research.

Chapter II is a review of the literature on golf course management, structure, architecture, and maintenance. This information was used for the background on this research topic, and was also used to prepare the survey forms on Monterey Pines. The chapter then discusses joint public/private operations, which is necessary for review because it is one of the alternatives of the cost benefit analysis presented in Chapter V.

Chapter III focuses on the methodology of the research—of how the research is to be conducted, what data needs to be collected, and how data is going to be collected. Discussion focuses on the archival, opinion, and field research that was conducted in this study.

Chapter IV presents a summary of the data that was collected on Monterey Pines, Bayonet, and Black Horse from the methodology determined in Chapter III, and an analysis of the collected data.

Chapter V presents a cost benefit analysis of three alternatives for improving the present condition of Monterey Pines.

Chapter VI will present conclusions, recommendations, and general comments on the decision-making criteria that need to be considered if one of the alternatives presented in Chapter V is to be enacted on.

II. LITERATURE REVIEW

This chapter reviews five areas/subjects that were researched in order to have the background necessary to complete this thesis. These areas included MWR management literature; golf course architecture, management, structure, and maintenance; and joint public/private operations of golf courses. This research was necessary to get a better understanding of the game of golf, the business and management of the golf course, and the expectations from the typical customer who plays the game. Information obtained from the literature review was especially helpful for two of the chapters of this thesis. First, it assisted in the opinion research conducted on customers, which will be described in Chapter III. Second, it proved to be an excellent source of reference for the cost benefit analysis conducted in Chapter V.

A. MWR GOLF PROGRAM MANAGEMENT

According to the Navy Golf program's website, the "major characteristics of a well run golf facility" are satisfied customers; attractive, well-maintained facilities and grounds; professional management and staff; effective marketing and programs; and quality pro shop and food/beverage operations. (MWR Golf Program, 2000)

From a business perspective, putting the customer first is essential in any industry, and should be the business's number one priority in a service industry such as golf. Focusing on the customer's needs and desires, and listening to what the customer has to say in terms of feedback will provide the information necessary to provide the right product or service to your customer base. By providing a product/service in respect to what the customer wants, that product will essentially will sell itself because it fulfills the

wants and needs of the customer. This is applicable today to the golf course industry, where the customer expects a product/service that is fun, enjoyable, and challenging.

The customer demands attractive, well-maintained facilities and grounds. It is part of what attracts the customer to the game of golf. Golf is very different from many of the other sports played in our society. Golf provides time away from the realities of life in a beautiful setting where a game can be played in a relaxed, fun, and social setting. Course conditions must be kept to the highest standards possible with both an effective and efficient maintenance plan, because the customer enjoys the setting in which the game of golf takes place, but also wants to pay a reasonable price for that setting.

Professional management and staff is another highly valued quality of a well-run golf course. Golf is a leisure sport, it is meant to be both recreational and entertaining. The experience should be a smooth, enjoyable, and hassle-free experience. This is where a knowledgeable, professional, and courteous staff and management come into play, whose job it is to make the golf experience the very best.

Effective marketing and programs do play a large role in the success of the most distinguished golf courses. Marketing can focus on a specific segmentation of the population, varying from such extremes as concentrating on being a low cost provider for families who golf to attracting retirees with a high disposable income. Another option would be marketing the course to create a sense of product differentiation. This can take the form of many programs or services—including tournaments, junior programs, lessons, and other additional features to bring the customer in such as a lighted driving range.

Finally, the Pro Shop and the Food and Beverage operations can bring a final sense of value added service to the customer. Many customers look to the pro shop for services such as the repair of their clubs, the storage of their clubs, or to provide them the latest selection in golf products and apparel. Food and beverage operations can not only provide for the customer while he/she is on the course, but may provide additional value as a place to hold a meeting or a banquet.

B. GOLF COURSE ARCHITECTURE

A golf course must meet a very large list of criteria to be considered a successfully designed golf course that will be able to satisfy the customers who play the course both now and in the future. The following discussion concentrates on the characteristics that are the most important when designing a golf course, or examining the present effectiveness of a previously designed course today. (Doak, 1992)

First, and most importantly, the course must be designed so that it is in harmony with the land around it. It must be designed so that it flows with the characteristics of the land, and so that it works with the nature in the area so that it has a sense of beauty to it. It must use the available land to its advantage, providing both an element challenge and at times, unpredictability. If this is done, the course will have its own very unique characteristics that will make it exciting to play, strategic, and much more attractive. (Doak, 1992)

This leads us to the next quality that the course must have, which is a sense of beauty. The beauty of the course set in nature is one of the most attractive features for newcomers to the game, and may be the only good feature of a course when one is

playing terrible. The course should also be routed so that the golfer is brought to the most attractive aspects of the property on which the course was built. Any artificial features of the course should blend into the surrounding landscape, so that they do not look out of place or bring focus away from other parts of the course. (Doak, 1992)

Next, it should be functional for all levels of players, and should pose a challenge to even the best golfer. All levels of players must be able to enjoy playing the course, and they must all be able to reasonably complete play successfully—it should be considered fair for everyone. The course must be able to keep up with the changes in the game, which up to this point in time have included changes in equipment, changes in course conditioning, and changes in general golf technique. If the course is designed to follow this requirement, it will be a timeless haven for golf, similar to the many old courses in Scotland that have managed to keep their playability, challenge, and thrill. (Doak, 1992)

The course should definitely award good play. Those who understand the design and intent of each hole should be able to better their scores by playing the strategy of the hole, and should improve their scores with each additional round. The course should not be designed as an obstacle course, and it should not be designed to punish one particular level of player. Obstacles should be distributed in different areas on each hole, so the weakness of one type of golfer is not exploited throughout the course. (Doak, 1992)

The course should contain a good deal of variety in the holes that are to be played—the golf course is not a standardized field as in other sports such as baseball or football. Every hole should not be set up the same way. Variety will offer something different at every hole, so that the golfer will have to use every aspect of the game. The

holes of the course should be of varying lengths—par threes, fours, and fives, and should include the three different schools of design if possible—penal, strategic, and heroic.

(Doak, 1992)

Finally, the course should be easily maintainable. It should not have unreasonable amounts of land to attend, and should not have unreasonably high maintenance standards, or the price of playing the course will be exceptionally high. With these higher prices, many customers will be “priced out” from playing the course, limiting the market for the course. Also, at some point, there is a decreasing return on margins in the maintenance of a golf course, so there is a reasonable point where maintenance should be considered “good enough”. This is unless the customer who plays the course is willing to pay a higher green fee for a disproportionate rise in course conditions. (Doak, 1992)

C. GOLF MAINTENANCE

“Of all the playing areas on the golf course, none is more important than the green. Fully 40% of all golf shots are played on and around the green. Golfers may tolerate mediocre fairways, poor bunkers, and sparse tees, but they expect, and deserve, puttable, near-perfect greens.” (Witteveen and Bavier, 1998) Greens are the key to a good golf course in the mind of a golfer, not only because it is an area that every golfer will play and observe, but also because it is the short game that often has the strongest influence on the score of any particular hole. (Witteveen and Bavier, 1998)

The most critical factor to obtaining a good green is that the green should be “cut to perfection,” so that there is a smooth surface that does not impede the roll of the ball. A clean cut of the greens will also meet most golfers’ desire to have reasonably fast

greens. If the greens are not cut right, all other aspects of keeping the green in good condition, including “topdressing, aerifying, fertilizing, spraying, and watering are wasted....” (Witteveen and Bavier, 1998) Besides expecting smooth, reasonably fast greens to play on, golfers also require that the greens are healthy looking. (Witteveen and Bavier, 1998)

Maintaining the tee area is important because this area is the golfer’s first impression of the general conditions of the golf course. This is especially true of the first tee of the course, which will set the tone for the rest of the course. The tees should be maintained so that it puts the golfer in a relaxed, “positive frame of mind,” and so that the golfer can maintain a high comfort level to help the golfer play to the best of his/her ability. (Witteveen and Bavier, 1998)

There are several conditions that golfers expect of the tees on the course, according to Wittenveen and Bavier. The first is that the surface of the tee must be perfectly flat, so that the golfer can maintain a level stance while driving the ball. The second condition requires some degree of privacy around the tees in areas where other golfers may be present, especially on any tee near the clubhouse. This is because many golfers become nervous and fearful if a crowd of people watch their drive. The third general condition expected of golfers is that tees should be “spacious and sufficiently large....” This is necessary to accommodate the large number of golfers who will play the course, and thus keep the turf in relatively good condition. Next, golfers require that the “slopes surrounding the tees should be gentle,” so that a “difficult climb leading to a shortness in breath” does not occur. Finally, golfers expect good conditions of the tees—

including rather firm ground, turf free of divots, and grass of an appropriate length that will not cause interference with the drive of the ball. (Witteveen and Bavier, 1998)

Fairways should be maintained so that the golfers are provided with a “consistent” playing surface. Consistency will occur with a regular cutting schedule in which all of the fairways are cut in a short span of time, to minimize any variation in the length of the fairways’ turf. The cut of the grass should be low so that there is no grass between the clubhead and the ball to interfere with a clean impact. The current standards are around a half-inch or less in length for fairway turf, according to Witteveen and Bavier. Pattern cutting and contouring of the fairway edge is expected from many golfers. The Superintendent should determine the specifics of these techniques, as complements to the course. Collars and aprons around the greens should also be left to the Superintendent’s discretion. (Witteveen and Bavier, 1998)

The rough area as a rule is generally “maintained at just under two inches, fertilized and watered regularly, and generally of superior quality to most home lawns.” It is meant to be unkept, thick, and long, but current standards keep it shorter to maintain the speed of the game and keep the number of lost balls down. Therefore, the rough area must be cut regularly, and will take a great deal of maintenance time to upkeep, because of its relative size. The rough area of the golf course will take up the majority of the area of the course, somewhere around 60% of the total land area devoted to each playing area. (Witteveen and Bavier, 1998)

Rough areas are never the same, as they change with the seasons, the years, the effects of nature, and the design changes of golf courses. It is impossible to keep rough areas the same and consistent over the long-term due to their great size. However, as a

general rule, if the rough provides “character,” “contrast,” and “challenge” to a golf course, the rough areas will keep most golfers satisfied. (Witteveen and Bavier, 1998)

Sand bunkers are highly criticized by many golfers and should be kept in the best possible condition, even though they are rarely played during a typical round of golf. The criticism occurs because it is human nature to blame any poor shot hit from the bunker area on the conditions of the sand bunkers, never on the swing of the golfer. Because bunkers can become such an emotionally-charged issue for many golfers, keeping the bunker areas in the best possible condition can bring greatness to the Superintendent in the eyes of the golfers who play the course. (Witteveen and Bavier, 1998)

D. GOLF STRUCTURE AND MANAGEMENT

Golf courses can be operationally structured through ownership as either a public/municipal entity or a private entity. (Muirhead and Rando, 1994) In the local area, Monterey Pines is an example of public entity ownership and control, owned and operated by the Navy, while Pebble Beach is a privately owned entity currently owned by a small group of business associates. Further, courses can be broken down by type of operation or club, as either a public, private, or semiprivate club. (Muirhead and Rando, 1994) This classification refers to which customers can actually use the course. Public courses are open to the general public with use contingent on greens fees and other fees such as cart fees, while private courses are for use by restricted members and their guests. These courses and rely on membership dues and fees from their membership base. Semiprivate courses are a blend of two previously described clubs, with revenues coming

from both public fees and membership dues and fees. The remainder of this discussion will focus on the public type of operation, because this study involves the examination of a public course.

Public golf courses are a form of business, and act as a profit center, accordingly. Similar to all businesses, a golf course relies on the revenues brought in to exceed expenses incurred. Course revenues come from a list of operations that include green fees for the use of the course, rental cart fees, practice range fees (driving range), golf lesson fees, pro shop sales, and revenues gained from food and beverage operations. Expenses that a golf course will experience take the form of general and administrative, course maintenance, and the other expenses incurred through operations in the pro shop, food and beverage, golf carts, practice range, and lessons. (Muirhead and Rando, 1994) These operating expenses will vary per golf course due to "several factors, including design of the course, level of maintenance, climatic conditions, labor costs, utility rates, size of the clubhouse, and so on." (Muirhead and Rando, 1994)

The manpower that is necessary to effectively run a golf course will vary from course to course, but here it will be examined from a small or large course perspective. For smaller golf operations, which the industry considers to be an eighteen-hole course or less, "management usually falls entirely on the golf pro or pro/manager, working closely with a golf superintendent." (Muirhead and Rando, 1994) This is the type of management structure that describes Monterey Pines, which is a single eighteen-hole course. Supporting staff for the smaller scaled operation is necessary for the daily operational labor involved with the course, which could take the form of pro shop

assistants, food and beverage assistants, course maintenance, mechanics, and various other positions as deemed necessary. (Muirhead and Rando, 1994)

As the operation increases in size and complexity, management will have to grow accordingly to take on the added responsibility involved. The management structure involved in this larger scale will be similar to a structure that includes “a head golf pro, pro/manager, or professional manager, and assistant golf pro, a golf superintendent, a kitchen manager (chef), and a club activities director.” (Muirhead and Rando, 1994)

Bayonet and Black Horse golf courses, which will be analyzed and compared financially to Monterey Pines in chapter IV, have a larger scale management structure similar to that described above. Support staff, as in the case of management, will have to grow and become more skilled to take on additional responsibilities involved in the larger scaled course. (Muirhead and Rando, 1994)

E. PUBLIC/PRIVATE JOINT OPERATIONS

“One of the most significant trends in the golf industry over the last decade is the privatization of operations at existing public courses.” (Muirhead and Rando, 1994)

There are numerous types of setups for these joint operations, but generally all combined public and private approaches typically fall into one of four categories. These are “ground leasing of public land”, “dedication of public land”, “dedication of public land and the golf course”, and finally “public financing of a privately developed public golf course”. (Muirhead and Rando, 1994)

This study will only be concerned with the “ground leasing of public land” approach. This type of operation is also commonly known as “lessee capitalization” in

the golf world. In the lessee capitalization approach, the developer of the course, which is a private firm, leases out the land on a long-term basis from a public entity. The duration of the lease must provide ample time for the developer to pay off the costs of developing the course, and to make a reasonable profit on operations of the course. Throughout the time of the lease, the developer/lessee pays rent on the land to the public entity that owns the course, which increases over the duration of the lease. This rent usually includes a minimum annual fixed rent, percentages of gross golf revenues, and percentages of food and beverage operations. (Muirhead and Rando, 1994)

Ground lease contracts that have been negotiated in the past have all their own particular terms, but there have been common ranges in which terms have been negotiated. The period of the ground lease of the golf course has usually fallen between 30 and 50 years. The minimum annual fixed rents have started somewhere under \$100,000, and have commonly increased over the duration of the lease in steps. The percentage lease payments have ranged from 5 to 15% of gross golf revenues, 3 to 5% of gross food and beverage revenues, and 5 to 10% of gross pro shop revenues. (Muirhead and Rando, 1994)

A current example of a successful ground lease of public land is Mile Square in Orange County, California. This 18-hole course which is considered to be of "moderate quality" was one of the original joint operations in the United States. Orange County owns the land, and leases it out to the Mile Square Golf Course, which also developed the course. Of approximately \$2 million dollars in gross revenue per year, 12.5%, or \$250,000, is paid to the county in the form of lease payments. The length of this lease in the original contract was 30 years. (Muirhead and Rando, 1994)

The key to the success of the Mile Square joint venture was the demand for golf in the region. Because the majority of the lease is based on percentages of the revenues generated, not on a fixed leased payment, the number of rounds played at Mile Square directly affects the lease payment received by the county. The course accommodates nearly 100,000 rounds a year. This is because of the high growth rate of the county and because of the excellent weather conditions—leading to a full 12-month golf season. At an average revenue of \$20 per round, Mile Square is able to pay the lease payments, pay off the debt service of constructing the course, and receive a reasonable profit. The conditions of this joint public/private venture are such that both the county and the management firm prosper from doing business together. (Muirhead and Rando, 1994)

III. METHODOLOGY

This chapter presents the methodology employed to examine Monterey Pines operations and possible alternative forms of operations. General methodology followed the recommendations of John W. Buckley, Marlene H. Buckley, and Hung-Fu Chiang, the authors of Research Methodology and Business Decisions. Specifics on survey research followed the guidelines of Joseph M. Viladas, author of The Book of Survey Techniques. Three different strategies were used to find and collect the data needed for conducting the cost benefit analysis involved in this thesis work. These three strategies were archival, opinion, and field research.

A. ARCHIVAL RESEARCH

Archival research was conducted on Monterey Pines Golf Course through the assistance of MWR, while similar research was conducted on the City of Seaside's Bayonet & Black Horse Golf Courses with the assistance of the BSL Golf Corporation, which manages the two public Golf Courses.

The research that was conducted was limited to primary research on the original financial records that MWR maintains on Monterey Pines Golf Course in the RAMCAS (Recreation and Messes Central Accounting System). MWR provided financial information on Monterey Pines for the current fiscal year, CY 2000, and for six prior years (FY 94 through FY 99). A breakdown of customer usage was also provided by MWR.

Archival data, similar to the financial data gathered from Monterey Pines, was also requested from Bayonet and Black Horse Golf Courses. The owners of the BSL

Golf Corporation, which has a lease on the land assets from the City of Seaside, initially declined the request to release similar financial data. After repeated requests and further discussion with management on the intent of this study, the courses' management provided a limited amount of financial information to facilitate the comparisons and the general analysis that were intended in this study.

Management only relayed limited financial information to specific questions asked during a meeting in June 2000, and did not allow the author of this study to view the statements firsthand. All information provided was released in conversation.

This research on both Monterey Pines and Bayonet/Black Horse was necessary to analyze and compare financial and accounting data, including revenues, expenses, net incomes, and possible recapitalization plans. The information obtained from this research was also necessary to determine some of the costs and benefits of Monterey Pines, which will be presented in Chapter IV and analyzed in Chapter V. Finally, data obtained was necessary to compare usage of the courses in terms of rounds played, and also to compare the amount of money each course reinvests for course maintenance, improvements, and recapitalization.

B. OPINION RESEARCH

The opinion research conducted for this thesis included both formal and informal techniques of research, which were in the form of survey research and personal interviews, respectively.

Survey forms were distributed for a three-week period in May at the pro shop and at the snack bar at Monterey Pines Golf Course for customers to complete. The survey

was intended to be short and the questions were to be simple and to the point, so that the customer was not deterred from completing the survey. Because of these restrictions, the questions that were included were thought to be the most relevant for the author of this thesis. The survey was limited to a double-sided eight by ten sheet of paper, and included a total of eight questions. A copy of the survey that was distributed can be seen in Appendix B.

The main purpose of the survey was to get a feel of what the customer thought about Monterey Pines on a number of key items and factors relating to golf—especially issues of value, quality, and service. Question number seven was intended to address this main purpose of getting information on the attitude of the customer. In this question, the customer was asked to rate twenty-three items on a scale from one to ten, with one being a “poor” rating, and ten equaling an “excellent” rating. This question was the “decision” question, or the “criterion” question, from which the results of the survey will be primarily analyzed.

Besides the customer attitude question, the survey gathered data on other kinds of information, including classification, behavior, and intentions. The background information questions, or classification questioning, were meant to gather data on who the customer was (military, retired, civilian, etc.), and the skill/experience of the golfer by asking his/her handicap. The behavior question was meant to gather information on what other courses in the area that the customer has played. This question was important to get a subjective sense of what the customer was comparing his/her Monterey Pines golfing experience with, and a sense of the market that is served by Monterey Pines. The survey also gathered information on desires or intentions of the customers, through what they

would be willing to pay in higher green fees for improvements to the course, and what additional programs/services they might be interested in having Monterey Pines provide for them.

Finally, the customer was also left with one open-ended question on giving specific comments/suggestions for improving the course. This customer attitude question was intended to give the customer the chance to give his/her opinion on any issues that were not covered in this survey.

The informal aspect of opinion research conducted, interviews with various golf course personnel at the course, customers playing Monterey Pines, and other people involved in the golf industry, occurred throughout the months of April and May 2000. The research with course personnel and other people involved in the industry was necessary to get a better understanding of how a golf course conducts business on a day-to-day operational level. It also helped to generate ideas for improvement to Monterey Pines, and to get a sense of the golf industry and market. The interviews with customers was to get more detailed information than a survey could provide on how they felt about the course and specifics about how to improve the course for the customer.

C. FIELD RESEARCH

The field research phase consisted of field studies of the operations of Monterey Pines, Black Horse, Bayonet, and various other courses in the area. The intent of this research was to find any differences the courses might have in terms of operations and services, and to examine the current market for golf on the Monterey Peninsula. This research on the operations and services of the Monterey area courses provides for ideas to

better operations/quality/value for the customer of Monterey Pines. This information could also be used to conduct a brief analysis of the value chain involved in the local Monterey golf market. Information gathered from this field research will be available in Appendix A, as it is not the primary intent of this study.

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IV. DATA PRESENTATION AND ANALYSIS

This chapter presents and analyzes the data that was collected through archival, questionnaire survey, and field research described in Chapter III. The chapter will begin by discussing the survey that was conducted on Monterey Pines. Next, the operating and financial data on Monterey Pines Golf Course, collected through MWR, will be presented and analyzed. The last section of this chapter will analyze the data collected through the BSL Golf Corporation on Bayonet and Black Horse Golf Courses.

A. ANALYSIS OF CUSTOMER RESPONSE

A total of 78 survey forms were collected from customers at Monterey Pines during a three-week period, in May of 2000. A sample copy of the survey, which was distributed in the pro shop and in the lounge near the snack bar, can be viewed in Appendix B. A category breakdown of who filled out the survey can be seen in Figure 4.1.

From Figure 4.1, one can see that the majority of the respondents to the survey were retired military, comprising 47% of the response. The next largest group was civilian respondents, comprising 27% of the response. Military officers consisted of 8% of the respondents; while enlisted personnel, family members, and DoD civilians only recorded 1%, 3%, and 4% of the survey, respectively. Because this is not proportional to the breakdown of the same categories that play the course, this survey may be slightly skewed. The breakdown of annual usage by the seven categories that play Monterey Pines can be seen in Figure 4.6. This survey leans toward the opinions of the retirees and

the civilian population that play Monterey Pines, who also happen to be the two majority categories that play Monterey Pines, at 30% and 41% of the rounds played, respectively.

From the questionnaire survey, valuable information was obtained on other courses that customers of Monterey Pines have played, on ratings of various aspects of Monterey Pines, and on additional programs that customers of Monterey Pines may have an interest. Complete survey results, on every question, are available in Appendix B.

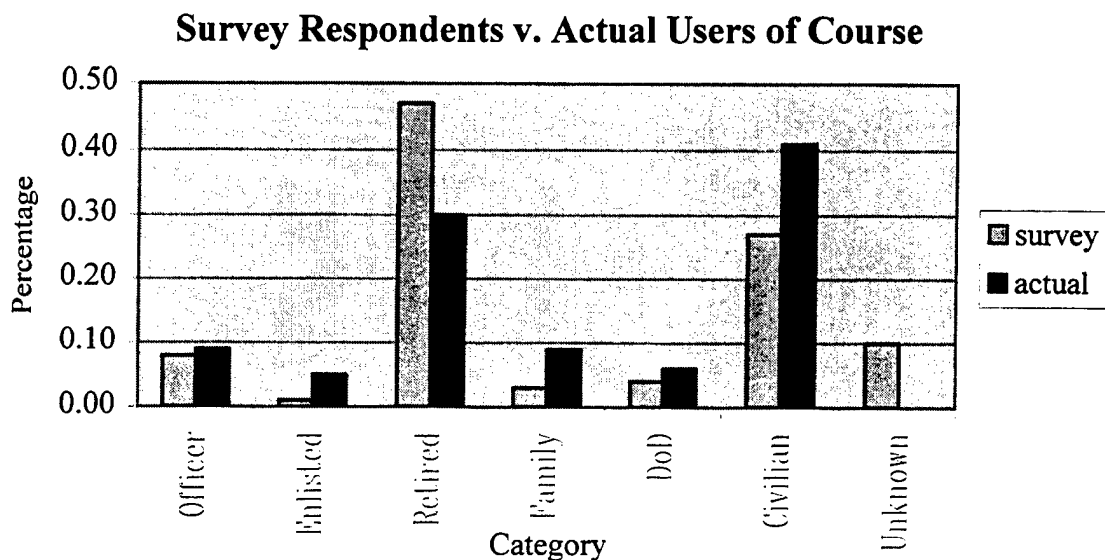


Figure 4.1. Percentage of Respondents to Survey Distributed at Monterey Pines Golf Course v. Percentage of Actual Use, Grouped by Category.

Figure 4.2 shows the percentage of customers who have played the numerous other courses in the Monterey Area. This information is valuable because it gives a sense of the market that Monterey Pines is in, and the courses that are most likely to be competing for the customers of Monterey Pines. Also, this information gives a feel for what the customer has rated Monterey Pines against--the kind of product/service the customer who rated the course is comparing with Monterey Pines. This is helpful when considering the results of the survey ratings that will be discussed later in this section.

Survey results indicate that seven of the courses in the Monterey area have been played by 70% or more of the 78 customers of Monterey Pines who filled out the survey form. These seven courses are most likely to be the strongest competition for Monterey Pines. A further analysis of the golf market, including prices these courses charge, would probably confirm this. All of the courses—Bayonet, Black Horse, Laguna Seca, Old Del Monte, Pacific Grove, and Rancho Canada East and West, are public courses. In fact, all of the public courses, with the exception of Sherwood Greens, which is no longer in business, have been played by nearly the majority of the survey respondents. These all are examples of the typical standard course the respondents had in their minds when they completed the survey on Monterey Pines.

Figure 4.3 presents how the 78 customers rated Monterey Pines on a scale of one to ten, with one representing the “poor” extreme and ten representing the “excellent” extreme. A rating between five and six is considered “average”. Furthermore, ratings were not given for every aspect by all of the customers who filled out a survey form. The figure shows that five of the aspects rated on Monterey Pines were considered to be “below average”, while four were considered to be “above average”. The other 15 aspects fell somewhere in the “average” range.

The customer rated the practice putting green, value of the course, tee time availability, and the price to play the course as the “above average” qualities of Monterey Pines. The five strongest weaknesses in the eyes of the customer were the availability of lessons, the quality of lessons, the tee box conditions, the pro shop selection, and the prices in the pro shop, all of which fell “below average.” These are areas that near term improvement efforts might be focused at to improve the course’s image to the customer.

Percentage of Respondents Who Have Played Other Courses on the Monterey Peninsula

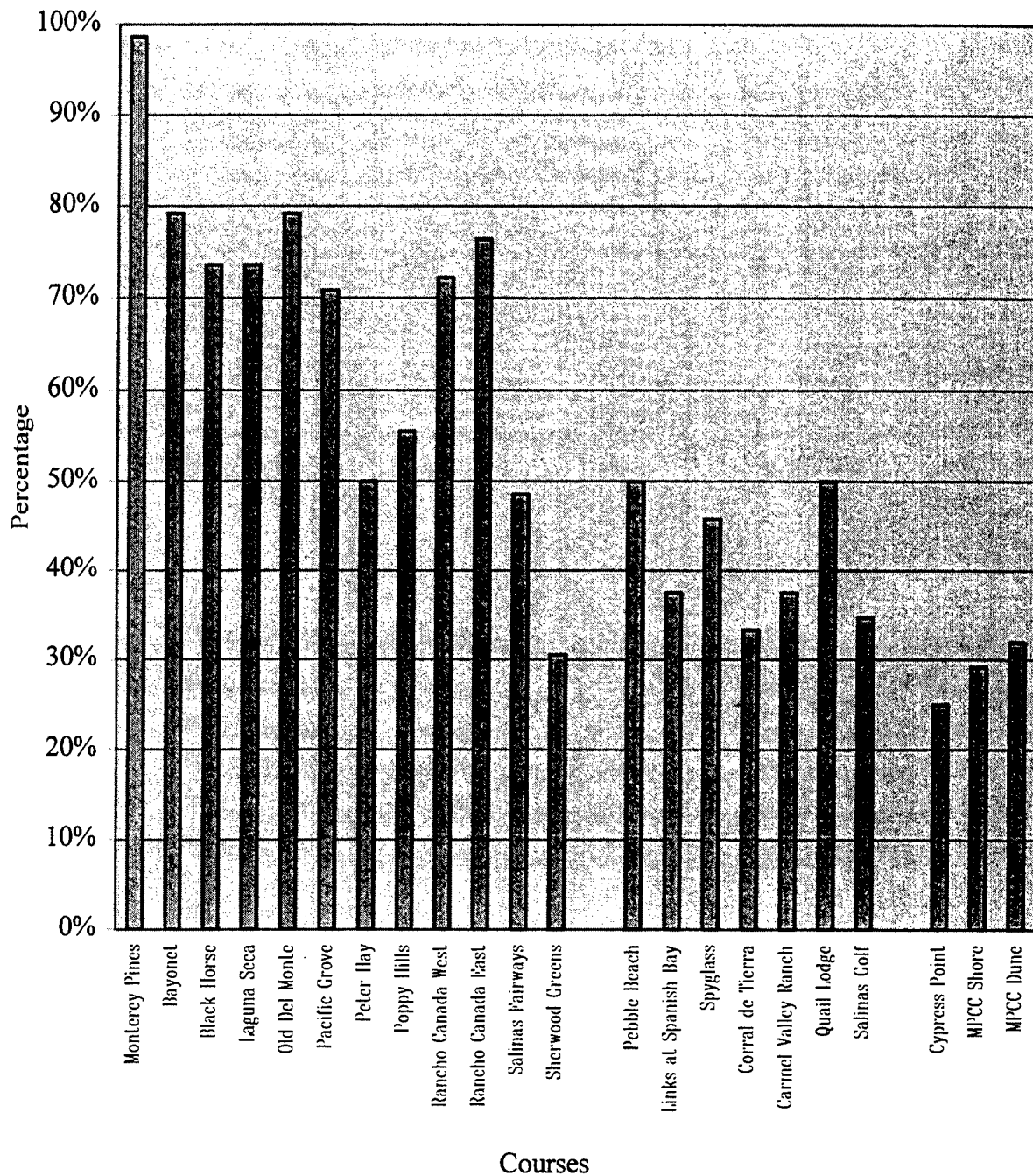


Figure 4.2. Percentage of Survey Respondents Who Have Played Other Courses on the Monterey Peninsula

Survey Ratings on Monterey Pines

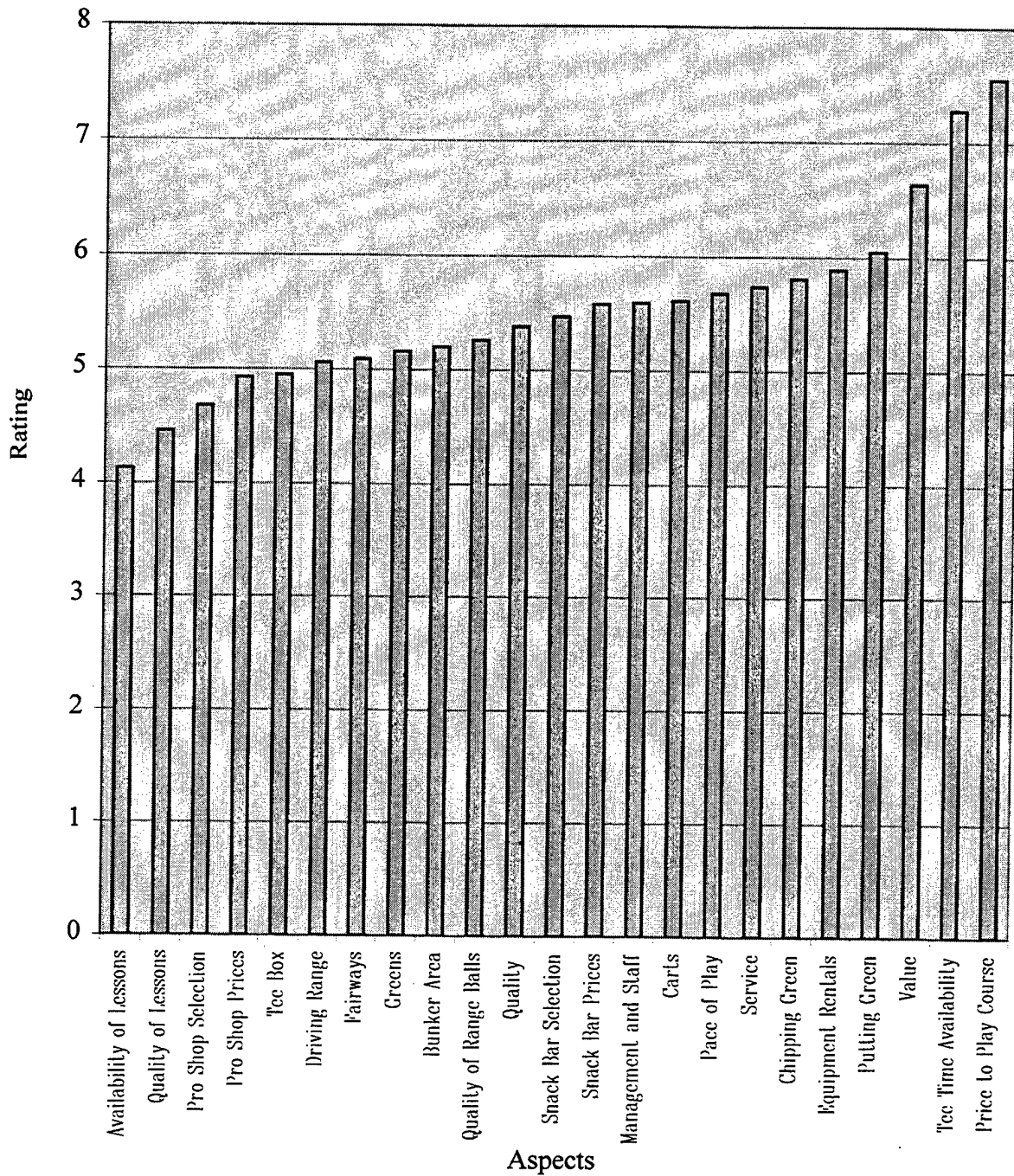


Figure 4.3. Survey Ratings of Monterey Pines Golf Course.
(A numeric value between five and six is considered average)

The last valuable information gathered from the survey describes the percentage of respondents that were interested in having additional programs or services offered by Monterey Pines. Figure 4.4 displays the results of this information. Of the six items listed on the survey, more tournaments and a lighted driving range were the two items in which customers had the most interest, at 25.6% and 21.8%, respectively. The information gathered here may help as ideas for improvement of the course, and as additional sources of revenue. A simple estimation of the additional revenue these sources could bring in could be conducted using the percentages from this survey. These figures then could be compared with the costs involved in adding these programs to determine their financial feasibility.

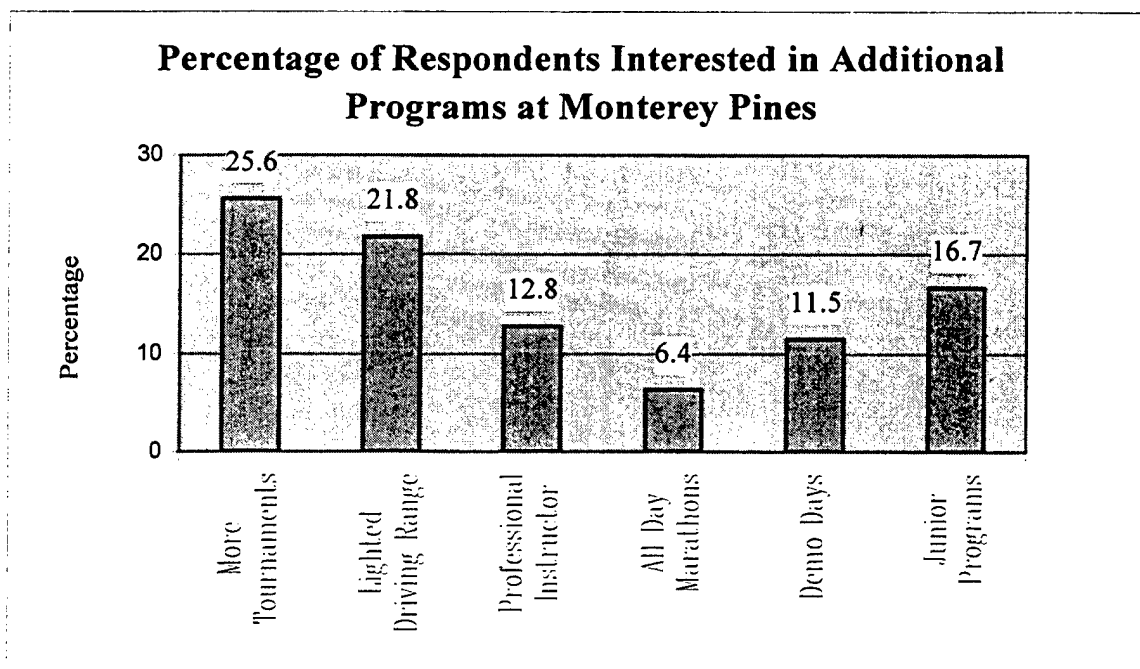


Figure 4.4. Percentage of Survey Respondents Interested in Having Additional Programs at Monterey Pines.

B. MONTEREY PINES OPERATING DATA

This section summarizes the highlights of the operating data collected from MWR. Appendix C contains the complete operating and financial information that was obtained.

Figure 4.5 displays an annual comparison on the rounds played at Monterey Pines. The first point to reflect on is that the low levels in FY 98 were certainly affected by the El Nino weather pattern. Taking this into consideration, one could gather that there has been no obvious trend in the number of rounds at Monterey Pines. Over the period from FY 96 through FY 99, the average of the rounds played per year was

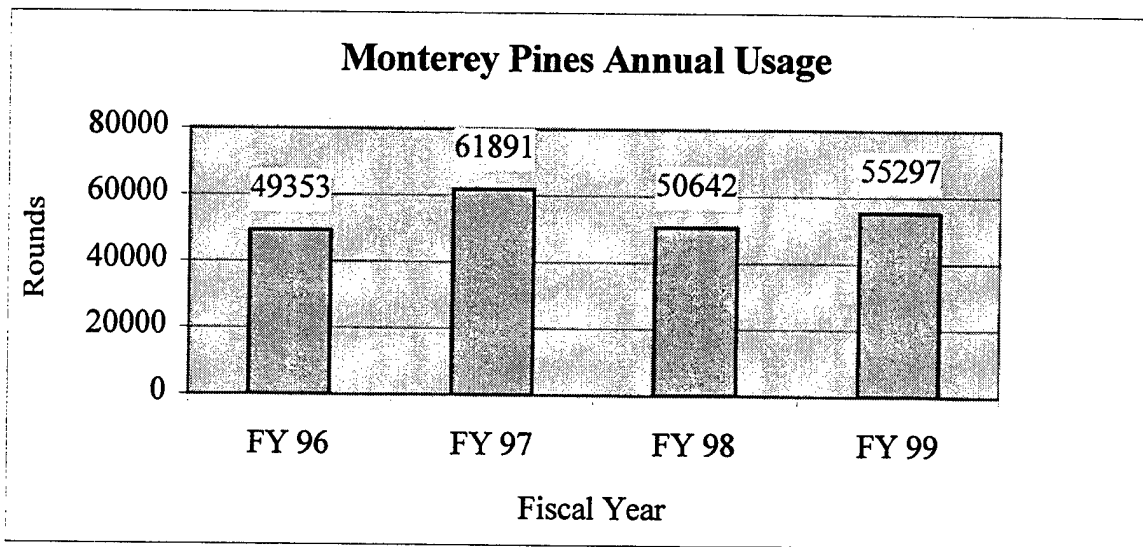


Figure 4.5. Monterey Pines Annual Usage During FY 96 through FY 99.

approximately 54,296 rounds.

Now that total annual usage has been considered, one can further look at the breakdown of who exactly plays the course. The pie chart in Figure 4.6 separates Monterey Pines' FY 99 usage into six categories—military officers, military enlisted,

military family members, DoD employees, military retirees, and civilians. Of the 55,297 rounds that were played in that year, civilians and military retirees were by far the two dominant categories that played Monterey Pines, totaling 41% and 30% of the total, respectively.

A further analysis of the trend of users from FY 96 through FY 99 can be seen in Figure 4.7. What stands out here is the dramatic increase in the number of civilians who played Monterey Pines during this period. Officer and Retiree play trends appear to have dropped slightly during this period, while the number of enlisted usage has slightly increased. The levels of military family member use and DoD employee use appears to have been fairly stable over this same period.

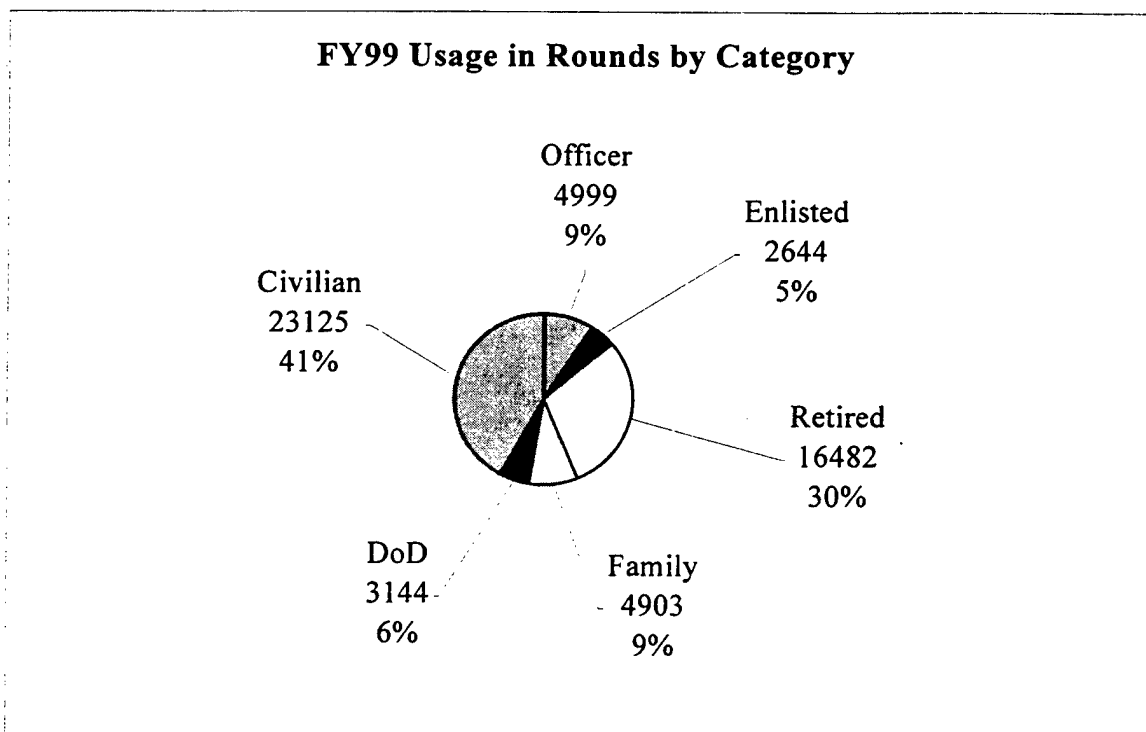


Figure 4.6. Pie Chart Indicating FY 99 Usage in Rounds, Broken Down by Category.

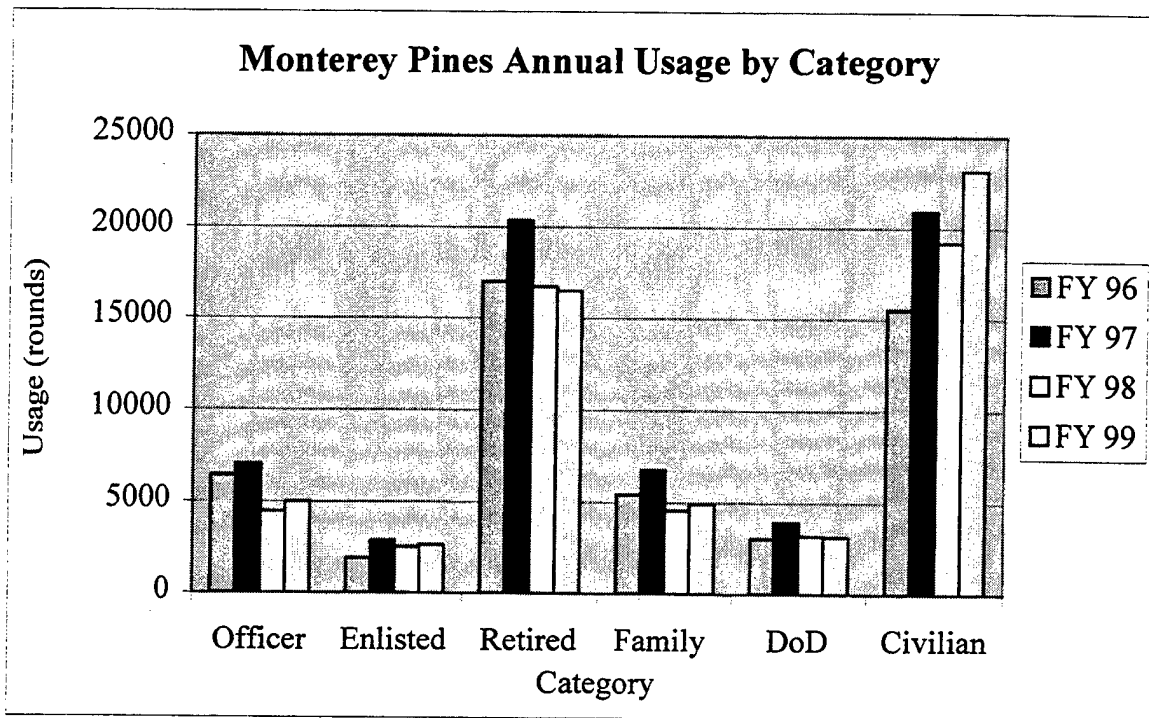


Figure 4.7. Monterey Pines Annual Usage by Category, FY 96 through FY 99.

C. MONTEREY PINES FINANCIAL DATA

This section summarizes the highlights of the financial data collected from MWR. More detailed financial information can be viewed in Appendix C.

Table 4.1 provides a quick look at Monterey Pines' FY 00 expected income, as determined by February 2000 MWR estimates of revenues and expenses. Initially, one will notice that the course expects to earn \$163,981 in profits in FY 2000. But there is more to be gathered from the information that is presented.

Analyzing these figures in greater detail, the \$163,981 expected profit is approximately 17% of the total revenue that is expected to be generated from the course's operations in FY 2000. Furthermore, by taking the course's annual usage into consideration, Monterey Pines' average revenue per round in FY 99 was \$17.66.

MWR NAF Budget FY 00 Monterey Pines Golf Program	
NAF Income	\$976,573
NAF Expense	\$812,592
NAF Profit/Loss	\$163,981

Table 4.1. FY 00 NAF Budget for
Monterey Pines Golf Course.

Monterey Pines' financial situation can also be analyzed in terms of trends in income, expenses, profits, and profit margin during the historical period from FY 94 to FY 99, and for FY 00, as estimated at midyear. These financial numbers, which were collected from MWR records, are available in Table 4.2. Graphs of these same revenues, expenses, and profits from the table can be viewed in Figure 4.9, while the profit margin trend is presented in Figure 4.8.

The graphs reveal a great deal about the financial situation and course of action of Monterey Pines during the period. The first thing to notice is that both total profits and profits as a percentage of revenues peaked in FY 97, and have been on a general downward trend since FY 97. The cause behind this movement can be viewed from the revenue and expense graphs in Figure 4.9.

While revenues had a general steady increase over the period, expenses declined during the early years of this period, hitting their lowest point during the FY 97. This is where the profits taken in by Monterey Pines were the greatest. Since FY 97, expenses have been increasing due to management's resolution to improve the course. In fact, the rate of increase in expenses has been greater than the rate of increase in revenue since FY 97, leading to the decline in profits from year to year. Over this same seven-year period, the average profit generated by the course is approximately \$190,313 per year.

FY 94 – FY 00 Profits and Profit Margins							
	FY 94	FY 95	FY 96	FY 97	FY 98	FY 99	FY 00
Revenue	671,689	603,077	729,912	924,394	896,067	995,593	976,573
Expense	560,365	569,450	559,515	533,111	666,506	763,576	812,592
Profit	\$111,324	\$33,627	\$170,397	\$391,283	\$229,561	\$232,017	\$163,981
Profit as a % of Revenue	16.57%	5.58%	23.34%	42.33%	25.62%	23.30%	16.79%

Table 4.2. FY 94 through FY 00 Profits and Profit Margins of Monterey Pines Golf Course. Financial Data for FY 00 are Midyear Estimates.

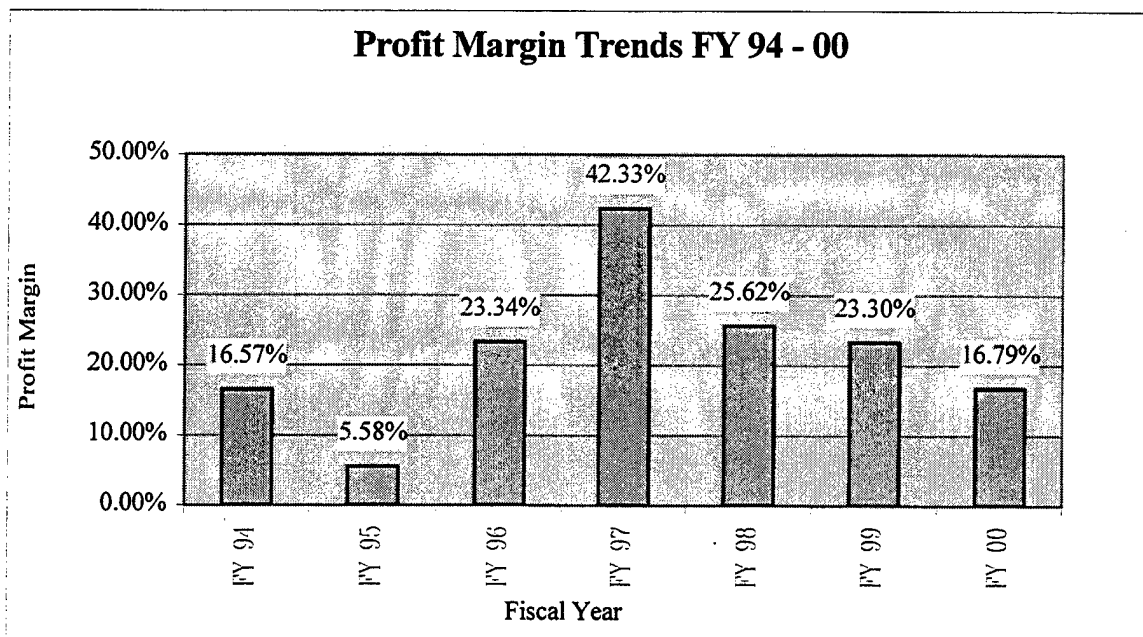


Figure 4.8. Graph of Profit Margin Trends, FY 94 through FY 00. FY 00 is a Midyear Estimate.

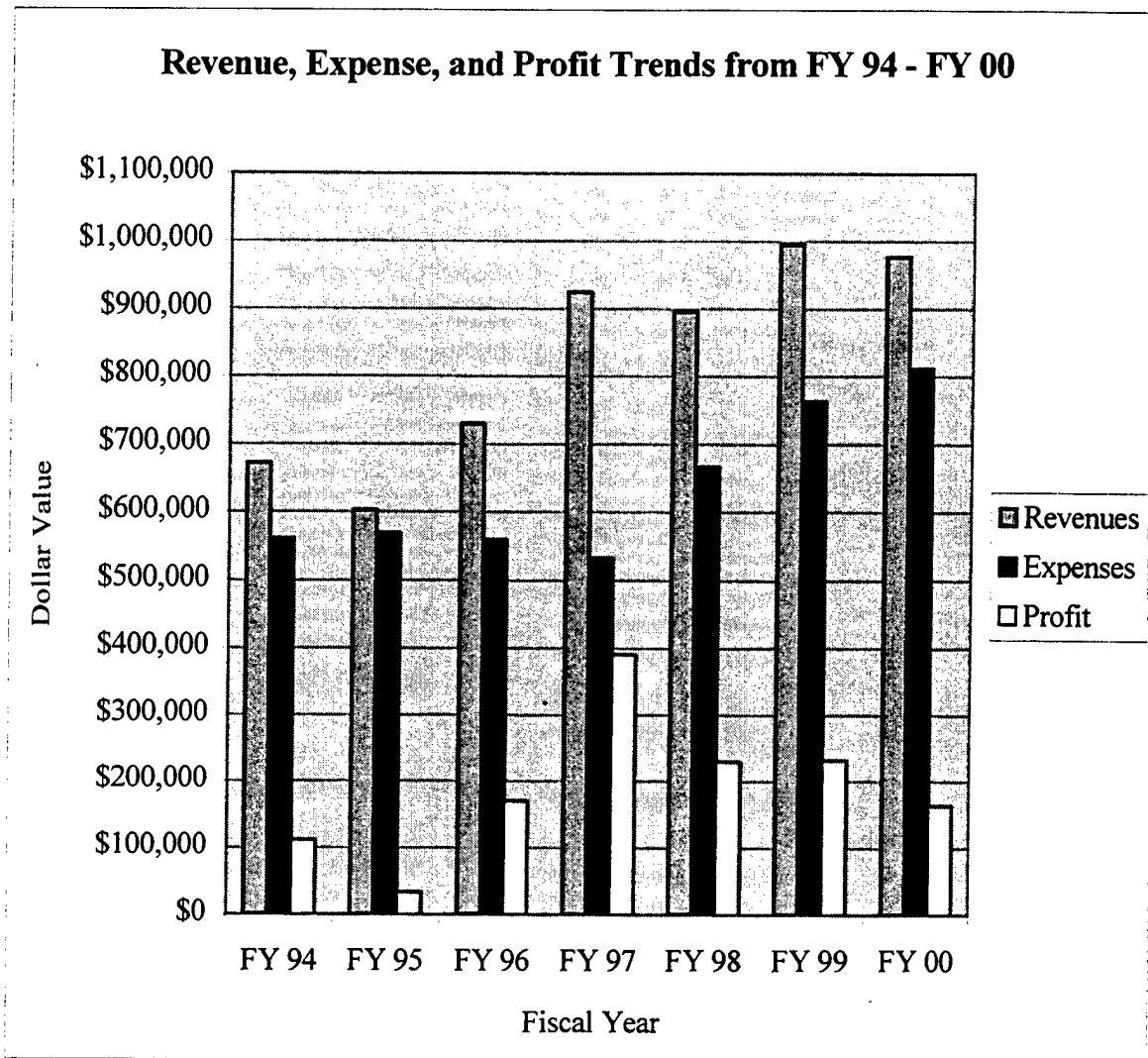


Figure 4.9. Revenue, Expense, and Profit Trends of Monterey Pines, FY 94 through FY 00.

The profits brought in by the golf course (as well as the two other category C programs) are used for two purposes. The first is to fund NAF capital equipment and projects. Recall that category C activities (as well as other specifically defined activities) can not receive any amount of appropriated funds, so available profits must be used for recapitalization of these activities' assets. This type of funding is also known as "restricted cash" funding. The second use of the golf course profit (as well as the two

other category C programs) is to supplement the category A and B activities that are not fully supported by the APF given by Congress each year.

The restricted cash capital project and equipment budget for Monterey Pines alone, as of 31 May 2000, can be viewed in Table 4.3. Planned restricted cash flows for the golf course are \$567,000 in the near future, for six planned projects. These recapitalization projects are as follows: a new irrigation well, new safety netting for the driving range, improvement of the tee areas, a range ball machine and building, new golf carts, and a general complex upgrade. A complete MWR restricted cash budget, as of 31 May 2000, can be seen in Appendix E.

MWR Restricted Cash for Golf Course Recapitalization 31-May-00				
Project/Equipment	Original amount of restricted cash	Paid/Obligated	Remaining	Status
Irrigation Well	\$320,000	\$72,088	\$247,912	Obligated, not Paid
Safety Netting	\$15,000		\$15,000	
Golf Course Green Tees	\$50,000		\$50,000	
Range Ball Machine & Building	\$12,000	\$6,337	\$5,663	
Golf Carts	\$120,000		\$120,000	
Golf Course Complex Upgrade	\$50,000		\$50,000	

Table 4.3. Recapitalization Projects Planned at Monterey Pines, as of 31 May 2000.

The profits from Monterey Pines golf course also supplement 14 types of category A and B activities located in the Monterey area, which can be viewed in Table 4.4. Appendix E contains the APF/NAF total program budgets for FY 2000. This financial information shows how much support each category A, B, and C activity is budgeted to receive for FY 2000. In FY 2000, it is estimated that category A and B activities will operate at a NAF loss of \$572,278. All course profits initially subsidize this loss, while any additional NAF profits left once APF USA support is factored in is used for

recapitalization of the category C programs. In FY 2000, it is estimated that \$53,370 will be left as NAF profit (with USA) to be used for recapitalization purposes.

NPS MWR Category of Activities		
<u>Category A</u> Picnic/Park Areas Single Sailor Program Sports/Athletics Fitness Center Intramural Sports General & Administrative	<u>Category B</u> Community Events Youth Activities Child Development Vehicle Storage Marina ITT Swimming Pools Unit Activity Funds	<u>Category C</u> All Hands Club RV Park Golf

Table 4.4. MWR Activities within the Monterey Area. The Category A and B Activities Receive Some Financial Support From the Category C Activities Above.

D. BAYONET/BLACK HORSE OPERATING DATA

The owners of BSL Golf Corporation, the company that manages Bayonet and Black Horse, originally declined to release any operating and financial information for this study. They believed that any released information would be sensitive to competition, and were initially unclear about the objectives of this research. After repeated requests, however, the company decided to release very limited information to assist with this research. All of the data was released in a meeting with the management of the company. Further, the author of this study did not physically observe the data that was provided, as it was all provided through conversation. This section presents and analyzes the operating data that was collected from the management of the two courses.

In 1999, Bayonet and Black Horse had a total of 82,394 combined rounds paid on the two courses. Data was not collected on the specific number of rounds on each course,

but dividing this total over the two courses gives an average of 41,197 rounds played per course in 1999.

Of the 82,394 combined rounds played, 19,658 of these were played by current military members and retired military members in the Monterey Area. This averages to be 9,829 rounds per course played by service members and retirees in 1999, or approximately 23.9% of the rounds on the courses. This does not indicate that military provides Bayonet and Black Horse with 23.9% of these courses' total revenues, because the military is offered a highly discounted rate. Management estimates of the percentage breakdown in this category are about 60% active military play and 40% retired military play. Management at Bayonet and Black Horse also indicated that the percentage of active military play is steadily increasing, while retired military play has been declining.

In 1999, 14,283 rounds were tournament play on the two courses, or approximately 17.3% of the total rounds paid for on the two courses. 48,453 rounds were regular business rounds—played during the regular business week hours. This averages to be 24,227 rounds per course in that year, and 58.8% of the entire rounds played (and paid for) on the two courses. Management estimated that 70% of their regular business rounds are from customers who do not live in the Monterey area. The majority of this 70% are customers from the San Francisco Bay area.

Data was collected to examine the trend of total play at Bayonet and Black Horse. In 1998, just under 80,000 combined rounds were played on the two courses. That figure jumped to 82,394 rounds in 1999, and forecasts for 2000 predict 96,000 rounds will be played on the two courses. Management confirmed that the courses were “on track” to

achieve the predicted number of total play in 2000. If so, this would indicate an increase of 20% in total play at the two courses.

Many factors are involved with this anticipated increase in play of 20% over the two-year period from 1998 to 2000. First of all, renovation and construction were occurring in 1997 and 1998, which lead to low numbers of play in those two years. Second, with the U.S. Open taking place at Pebble Beach in 2000, a dramatic increase in play was anticipated. Third, after completion of renovation efforts, professional marketing and “word of mouth” were expected to draw greater numbers to the two courses. Finally, there is the substantial “free” media coverage that the two courses have received lately. The fact that the courses are now hosting PGA tournament play, the approval of plans to build a Hilton Spa and Golf Resort adjacent to the courses, and recent talks about possible PGA buy-in to make the courses part of the TPC have drawn additional media coverage to the courses.

E. BAYONET/BLACKHORSE FINANCIAL DATA

In 2000, Bayonet and Black Horse have forecasted revenues of approximately \$7,000,000 for the two courses. By averaging this amount over the two courses, approximately \$3,500,000 in revenues is expected from each course. This amount includes revenues from the green fees and tournaments, cart rentals, the pro shop, and the food and beverage operations. Table 4.5 presents the forecasted revenues from each of these items. For comparison purposes (with Monterey Pines), Bayonet and Black Horse’s expected average revenue per round in 2000 is approximately \$72.92 per round.

Management's forecast of the total expenses for 2000 is approximately \$6,100,000 for the two courses. Averaging this amount over the two courses would give each course a total expense of \$3,050,000. Management provided a breakdown of the total expenses into two categories—operating expenses and financing expenses (which

Item	Percentage of Revenues	Forecasted Total Revenue Generated	Average Forecasted Revenue per Course
Green fees	61.5	\$4.305 million	\$2.1525
Cart Rentals	14.6	\$1.022 million	\$0.511
Food and Beverage	12.6	\$0.882 million	\$0.441
Pro Shop Merchandise	8.4	\$0.588 million	\$0.294
Driving Range	2.8	\$0.196 million	\$0.098
Total	100%	\$7.000 million	\$3.500

Table 4.5. Forecasted Revenue Generators for Bayonet and Black Horse in 2000.

includes items such as depreciation, rent, and debt services). These forecasts for 2000 are \$3,800,000 in total operating expenses and \$2,300,000 in total financing expenses. Allocating these costs out, each course would assume \$1,900,000 in operating expenses and \$1,150,000 in financing expenses.

With the forecasts of revenues and expenses from the paragraph above, this would indicate that the two courses would make profits in 2000 of \$3,200,000 or \$1,600,000 each, before factoring in debt service and depreciation. After factoring in the costs of acquiring the courses (their lease payment) and depreciation of the assets, the courses are generating a profit of \$900,000, or \$450,000 from each course. This expected profit is approximately 12.86% of their expected total revenues in 2000.

Maintenance expenses in 1999 of Bayonet and Black Horse, including the cost of maintenance labor, were \$1,328,000, or approximately \$664,000 per course. In 2000, the

courses forecast maintenance expenses (including labor) of \$1,240,000 or \$620,000 per course. This would indicate that the courses are putting approximately 17.8% of their total revenues back into course maintenance, and that approximately 32.6% of the courses total operating expenses are maintenance (equipment, supplies, and labor) costs.

In terms of recapitalization, since acquiring the course in 1997, management of Bayonet and Black Horse estimate that \$6,000,000 has been spent. The original figures that management had estimated included approximately \$4,500,000, so the company has either run over cost estimates, or it has improved the courses more than the original plans had intended. The most “visible” capital improvements have included such projects as improving the irrigation systems on the two courses, building 13 miles of cart paths, new tee boxes, and a new cart barn; completing clubhouse renovations; building three new greens, and two new fairways. Some of the other improvements that are less visible have included new electrical wiring in the facilities, drilling a new well and building a new pump station.

Finally, in regards to acquiring the courses from the Army, management confirmed that BSL’s costs of acquiring were an estimated total of \$16,000,000. Of this amount, \$11,000,000 was paid directly to the Army, and another \$5,000,000 will be absorbed when military members and retirees play the course for a discounted price. These are opportunity costs or “subsidization” costs for Bayonet and Black Horse. The contract that was signed with the Army states that for 10 years after acquiring the course, 10 guaranteed tee times per day will be available for service members and retirees at a discounted rate.

A summary of the operational and financial highlights of Monterey Pines and Bayonet and Black Horse are provided in Table 4.6.

	Monterey Pines	Bayonet/ Black Horse Individually	Total Bayonet and Black Horse
Operations 1999			
Total Rounds Played	55,297	41,197	82,394
Military Rounds	24,125	9,829	19,658
% Military	43.63 %	23.86 %	23.86 %
Financial 2000			
Revenues	\$ 976,573	\$ 3,500,000	\$ 7,000,000
Expenses	\$ 812,592	\$ 3,050,000	\$ 6,100,000
Profits	\$ 163,981	\$ 450,000	\$ 900,000
Profits as a % of Revenues	16.79 %	12.86 %	12.86 %
Average Revenues per Round	\$ 17.66	\$ 72.92	\$ 72.92

Table 4.6. Summary of operations and financial data gathered from Monterey Pines and Bayonet and Black Horse.

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V. MONTEREY PINES IMPROVEMENT ALTERNATIVES

This chapter analyzes the costs and benefits between three alternatives on how to improve Monterey Pines. The costs and benefits of these approaches are based on the qualified judgement of MWR representatives, people involved in the golf course industry, and from readings on golf course development. Where specific dollar amounts could not be quantified, the potential costs and benefits are given as a qualitative description.

A. USE OF NAF PROFITS FOR IMPROVEMENT

Alternative A is the direction that MWR and the management of Monterey Pines currently have planned for the golf course, using funds directly from NAF profits. The near future recapitalization that is budgeted for the course, in the form of restricted cash, amounts to \$567,000 (as of March 2000 MWR records).

In addition to the budgeted restricted cash improvements that have already been budgeted, Monterey Pines management has determined a detailed five-year plan for direction and improvement of the course. The costs of these improvements would be additional long-term costs of this alternative, and are not included in the analysis of this alternative. This five-year plan is available for review in Appendix D.

1. Costs

- a. \$567,000 in restricted cash for six projects in the near future.

2. Benefits

a. The most appealing benefit of this course of action is that there will be no great increase in the cost of playing the course to any of the customers, just occasional adjustments in prices to keep up with the increasing costs. Slight price increases are already expected to occur due to the many improvements. The course prices are scheduled to increase on July 1, 2000 as a result of the increased expenses of Monterey Pines due to current recapitalization efforts. (See Appendix C for proposed fee increases.)

b. Moderate quality improvements will occur on the course. These planned improvements, which will be financed by restricted cash, include:

(1) A new irrigation well (at a cost of \$320,000).

(2) Safety netting by the airport. (at a cost of \$15,000). This cost is necessary because of the "Navy good neighbor policy." The netting will prevent balls from landing on the airport's property.

(3) Golf course green tees (at a cost of \$50,000). This project will provide a new tee at the 10th hole. Costs will cover various

items, including the architect's designs, the statement of work, and construction of the tee.

(4) Range ball machine and building (at a cost of \$12,000).

Costs will cover a new machine, a range building, a new green, and green side bunkers for the range. Also planned is a self-supporting area for professional instructor. The costs of the machine have already been paid, and construction of the building is scheduled for late June of 2000.

(5) New Golf Carts (at a cost of \$120,000). 30 gas carts have already been purchased, at a cost of \$107,000. This purchase is necessary to upgrade the existing fleet, and to support events scheduled at Monterey Pines. Future plans for Monterey Pines include having an all electric fleet of carts. In the near future, the purchase of 30 electric carts is planned.

(6) Golf Course Complex upgrade (at a cost of \$50,000).

B. USE OF RETURN ON INVESTMENT LOAN FOR IMPROVEMENT

Alternative B is the option to do major reconstruction/upgrades/renovations of Monterey Pines and its facilities. This alternative requires that MWR receive major

capital funding from government sources. Of the two sources available, grants and loans, the loans are the most likely available sources for this funding.

Alternative B requires a Return on Investment loan, in addition to the use of restricted cash (from alternative A) of \$567,000. The ROI loan is an interest-free loan that must be repaid over a long-term period. This loan will increase the costs of playing Monterey Pines, because the loan will ultimately need to be paid off with the additional profits generated through the course. Taking Monterey's golf course market into consideration, this loan must not be so great that the price of playing the course competes with the other mid-range courses in the area. Monterey Pines needs to stay below this price range, or it will risk competing with a greater number of courses in Monterey.

1. Costs

- a. Restricted cash use of \$567,000.
- b. Return On Investment Loan of \$3.6 million. This is MWR's estimate for the cost of a new clubhouse (\$1.6 million) and a new irrigation system (\$2.0 million). This government interest free loan will be paid back over 30-50 years.
- c. This loan will require the generation of \$120,000 to \$72,000 a year in additional revenue per year, depending on the length of the loan, to pay off the debt on the loan. To raise this additional revenue, prices will need to increase. There are many possibilities as to how this price burden could

be distributed, but the most appealing option would be to put the burden of price increases on the civilians who play the course. This is rather risky because civilians play approximately 41% of the current rounds at Monterey Pines. A decrease in civilian play could be very detrimental to the MWR program, which needs NAF from the course for support.

d. Because the price of playing the course will increase, Monterey Pines will lose those customers who are very price sensitive and those in the lower price golf market.

2. Benefits

a. Major course improvements will occur. A new clubhouse and a new irrigation system will bring about dramatic improvements in conditions, reputation, and image of Monterey Pines. The result will be a better quality course for the service member.

b. Course will attract customers who are more quality focused, perhaps bringing back the business from service members who currently choose to play Bayonet and Black Horse. Will also attract higher profile golfers, who can afford to spend more money at the course.

c. Increased service member morale, and higher pride in Navy recreation programs will result.

C. LEASE COURSE OUT TO A PRIVATE FIRM FOR IMPROVEMENT

This alternative is to follow the trend that has been occurring with many municipal courses in the United States. Here, the golf course will be leased out to a private management company on a long-term contract, which will be responsible for maintaining and improving the course. The management firm pays leasing fees that will go straight to MWR to support category A and B activities in the Monterey area. Lease fees will be equal or more than profit currently being taken in by Monterey Pines in early years, and increase as time goes on to account for such factors as inflation, increases in gross revenues of the leasee, and increases in MWR support targets.

1. Costs

- a. Contract fees for negotiating the deal with a private management firm.
- b. Loss of MWR control over golf course for time of lease, which most likely would be thirty years or more.
- c. MWR employees at Monterey Pines would most likely lose their current positions with the establishment of new management.
- d. Possible increased fees for service members, definite increase for all others. Contract could be negotiated where the service member will pay a fixed fee for the duration of the lease.

e. Service members lose a good portion of tee time availability to civilian golfers who are the major revenue generators for the course. Also, public, corporate, amateur, and possibly pro tournaments that will be held on the course will decrease the tee time availability to service members.

2. Benefits

a. The course will improve dramatically through the involvement of a private management firm. There is a very high incentive, in the form of profits, for the management company to invest money and improve the course. Improving the course will attract more golfers, especially higher profile customers, leading to more business and more revenues.

b. No recapitalization money is necessary from the government. All money invested in the golf course will come from the private lessee of the course.

c. The course will be an income generator for the duration of the long-term lease. MWR category A and B programs will be funded by the lease payments from the management company. As time passes, the effects of a more efficient private management firm and higher lease payments could lead to much higher funding levels for category A and B programs in the Monterey area, compared to current levels.

d. The Navy will regain control of operations of the course at end of lease, at which time a new contract can be negotiated, or other alternatives for managing the course can be considered.

e. Monterey Pines can be the test case for joint public/private ventures and the private management of Navy courses.

VI. CONCLUSION

From the analysis of questionnaire results presented in Chapter IV, of the 23 aspects evaluated, customers of Monterey Pines rated the course's value, tee time availability, price to play course, and the practice putting green as the only "above average" qualities of Monterey Pines in its current condition of operation. The remaining 19 aspects were rated as "average" or "below average". From these results, one could clearly reason that there is much room for improvement of the course in the eyes of the customer at Monterey Pines.

Furthermore, from the level of military/retiree play at Bayonet and Black Horse, it is certain that Bayonet and Black Horse are offering strong competition for the business of servicemembers and retirees in the area. This level of play at Bayonet and Black Horse was 19658 total active and retiree rounds, or 9829 average rounds on each course in 1999. These figures indicate that the number of rounds that the military/retirees play on these two courses is equivalent to over 81% of the level of active military and retiree play at Monterey Pines. And these figures will increase in the near future, because management at Bayonet and Black Horse has indicated that the percentage of military play on their courses has been increasing. This indicates that many servicemembers are finding better value for their dollar at these courses, and are turning these courses instead of Monterey Pines

Another interesting finding is that civilian play at Monterey Pines is a very significant portion of the course's business. This category has also been the only category of play that has seen great increases over the last four years. The number of

rounds that civilians play has increased nearly 50% from FY 96 to FY 99. This increasing trend in civilian play is likely to continue.

From the discussion above, it has been established that:

1. Servicemembers are finding better value at Bayonet/Black Horse
2. Monterey Pines is generally average in the eyes of the customer
3. The course has a lot of room for improvement; customers want improvements
4. Current customers value Monterey Pines' price and value the most
5. Civilian play is very significant, and it is replacing military play at Monterey Pines.

What should Monterey Pines management do from here? First of all, one must first remember why Monterey Pines was constructed in the first place. It is there to provide a reasonable costing leisure activity for the servicemember. The Navy owns and operates golf courses to increase morale and retention, to relieve stress, and improve the quality of life of its servicemembers. The Navy course was not created to compete for business and quality with civilian courses, and initially was not created for civilian use.

However, the course is also there to generate funds for other Monterey area MWR activities. Monterey Pines generates profits that go to support 14 types of category A and B activities in the area. Therefore, profits brought in by the course are important, and any civilian use of the course is good for the Navy, because these dollars are not only funding the course but are funding Navy MWR activities. Civilians also pay a higher fee to use the course, so the financial benefit of having civilians play the course is greater per round.

Management is ultimately caught between two extremes—on one end, to keep the course both at a low cost and high value to the servicemember, and on the other, to generate as much profit as possible to fund other Navy MWR programs. One side of this spectrum focuses on the servicemember, while the other caters to the civilians and their higher revenue per round.

But servicemembers are currently provided better value for their dollar at Bayonet and Black Horse, and are taking their business to those courses. To keep the military playing the course, management needs to improve the course. Improvements will bring back servicemember play because they will find the course of better quality. But these improvements will drive up the expenses of the course, and will reduce profits.

To keep profits high enough, the overall costs of the course to the customer would have to increase. These increased costs can be distributed over the general customer base, or to just the civilian customers. If the costs are focused on just civilians, this may drive away customers, who are presently a major source of revenues for the course, so there is a risk involved. If the increase affects the servicemember's cost, this will deviate from the course's original intention of being affordable.

How far should the management of Monterey Pines go with improving the course, in a strategic sense? The course currently is in the lower cost golf market, just by looking at the price to play the course. Indications from customer ratings also back this fact up—they rated "value" and "price to play the course" as two of the course's best aspects. But what about the demand of a low cost golf course in the Monterey area? The customers rated "tee time availability" as one the best characteristics of the course, so demand at the

course is obviously not too excessive. How far should management go in improvements to generate higher demand for this course, without overpricing it?

To answer this question, Chapter V looked at three potential alternatives for improving the course. These three alternatives were to recapitalize the course with NAF profits, to improve the course dramatically through a ROI loan, or to lease out the course to private management.

Should management continue to improve its conditions slightly, and stay in this lower end of the market? This would be the use of the first alternative, using NAF funds for improvement, as Monterey Pines and MWR are currently doing. As more money is put into the course in the form of restricted cash, prices of the course will need to rise to keep up with the trend of rise in expenses, or the course will continue to lose profits. Military play at the course will unlikely increase in this option, because military will still have the option of playing two “championship” courses in Bayonet and Black Horse. The rise in course conditions will seem insignificant when compared against a rise in price that only brings Monterey Pines’ price closer to that which military members pay for Bayonet and Black Horse, where conditions and reputation are improving as well.

Does management want to risk moving up into the middle of the golf market in Monterey? This would be the case in the use of the second alternative, using a ROI loan for improvements that could increase the price of play significantly. Monterey Pines brought in an average revenue of \$17.66 per golfer last year. With a loan of \$3.6 million paid back over 30 years, the average revenue per golfer would only have to increase to \$19.83 (assuming the same level of play and all other expenses stay constant) to continue to make current levels of profits. This is if the additional costs are spread out over the

entire customer base. If management decides this increase will be put solely on the civilian golfers, who numbered 23,125 in 1999, costs would increase nearly \$5.19 for this segment. This is a fairly large price increase, and would likely drive away some of these customers.

Finally, could Monterey Pines be an experiment in privatization, by leasing out the course to a private firm? This option would be a great alternative if the course improves, military costs do not improve, and the course generates as much or more revenue than what is currently being brought in. This option would also move the course closer to the middle range of the golf market in Monterey.

Is this alternative possible? Looking at Bayonet and Black Horse's financials for a benchmark, which operate as a joint public/private operation, one would say yes. Those courses are each expected to bring in approximately \$450,000 in profits--nearly three times the level brought in by Monterey Pines in FY 2000, on a smaller customer base.

But there are some points that need to be considered here. Bayonet and Black Horse is also expected to bring in over four times the revenues per round as Monterey Pines. Could Monterey Pines bring in the same business? Could Monterey Pines be able to increase rates that much higher? Would military at Monterey Pines be willing to give up a good portion of their tee times?

The issues to consider when making the correct strategic choice are numerous. First of all, management should consider that the course is there to benefit the servicemember; the course is not acting strictly as a business. Prices of the course must be kept reasonable for the servicemember, and servicemembers should be the first

priority, even if there are higher paying customers to which the course could cater. Improvements on the course must not be so great that the servicemembers can no longer afford the course. Second, management needs to assess the current golf market in Monterey, and exactly where Monterey Pines falls in this market. This market study would include the current and future supply and demand of the local market. Third, a study on price sensitivity of servicemembers, current customers, and the market is essential.

Finally, when considering how far Monterey Pines should go to regain the loyalty of the military customer, management must consider these facts. In the short run, it appears that Monterey Pines will continue to be considered an inferior course in the Monterey Area, and levels of military play will unlikely increase unless drastic changes are made. To regain military play from Bayonet and Black Horse, great capital improvements would be needed that do not affect the price of the course much. This is because Bayonet and Black Horse are PGA qualified "championship" courses, and Monterey Pines is certainly a far way from these courses' conditions.

However, the contract to offer discounts to military/retirees at Bayonet and Black Horse will expire in the year 2007, and as a business operating for profits, Bayonet and Black Horse will no longer give these military discounts. This will force the majority of the military play at Bayonet and Black Horse to go elsewhere. At that time, those customers will have to make a decision to go back to Monterey Pines, or choose to play other low cost public courses in the area, such as Laguna Seca, Pacific Grove, or even the 9-hole Peter Hay course. Making Monterey Pines comparable to these courses in

conditions, yet at lower cost would be the best direction for improvement in the long term.

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APPENDIX A
MONTEREY PENINSULA GOLF COURSES

MONTEREY PENINSULA GOLF COURSES

	Name of Course	Holes/Par	Yardage	type	city
1	U.S. Navy GC	18/69	5675/5247, 5675/5250	Navy/public	Monterey
2	Ft. Ord Bayonet GC	18/72	7003/5680	public	Seaside
3	Ft. Ord Black Horse GC	18/72	6396/5613	public	Seaside
4	Laguna Seca GC	18/71	6157/5726, 5726/5204	public	Monterey
5	Old Del Monte GC	18/72	6339/6069, 6069/5526	public	Monterey
6	Pacific Grove GL	18/70	5732/5571, 5571/5305	public	Pacific Grove
7	Peter Hay Par-3 GC	9/27	1570	public	Pebble Beach
8	Poppy Hills GC	18/72	6861/6254, 6254/5473	public	Pebble Beach
9	Rancho Cañada West	18/72	6349/6116, 6116/5568	public	Carmel
10	Rancho Cañada East	18/71	6109/5832, 5832/5267	public	Carmel
11	Salinas Fairways GC	18/72	6667/6422, 6422/5674	public	Salinas
12	Sherwood Greens GC	9/56	2646/2646	public	Salinas
13	Pebble Beach GL	18/72	6799/5197	public/resort	Pebble Beach
14	The Links at Spanish Bay	18/72	6820/6078, 5287	public/resort	Pebble Beach
15	Spyglass GC	18/72	6859/6346, 5642	public/resort	Pebble Beach
16	Corral de Tierra	18/72	6638/6275, 6275/6052/5782	private/reciprocal	Salinas
17	Carmel Valley Ranch	18/70	6515/5088	private/reciprocal	Carmel Valley
18	Golf Club at Quail Lodge	18/71	6508/6141, 5497	private/reciprocal	Carmel
19	Salinas Golf & CC	18/72	6094/6017, 6017/5621	private/reciprocal	Salinas
20	Cypress Point Club	18/72	6536/6332, 5816	private only	Pebble Beach
21	MPCC Dunes	18/72	6529/6174, 5949	private only	Pebble Beach
22	MPCC Shore	18/71	6343/6155, 5935	private only	Pebble Beach

MONTEREY PENINSULA GOLF COURSE MARKET

Name of Course	weekend/holidays	Monday-Thursday	twilight(3pm-closing)		cart	pull cart	rental clubs		driving range	golf pro	bar	website	food and beverage	lessons	other
U.S. Navy GC	25	18	11		y	y	y		y	y	n	n	s/b		rv park available
military	12	10	7												
Bayonet GC	70	50	y		20	y	y		y	y	y	y	bqt/full		gpkg, carts req'd
military	8.25-19.65														(accom soon), ren
Black Horse GC	60	40	y		20	y	y		y	y	y	y	bqt/full		gpkg, carts req'd
military	8.25-19.65														(accom soon), ren
Laguna Seca GC	65	65	35		32	y	y		n	y	f/s	y	bqt, f/b		
Old Del Monte GC	85	85	85		18	6	y		n	y	f/s	y	bqt, f/b		cad, carts req'd
Pacific Grove GL	36	31	y		26	4	y		y	y	f/s	n	f/b		jr & sr, carts req'd
Peter Hay Par-3	15	15	y		25	n	y		y	y	f/s	n	f/b, bqt		juniors free, accom
Poppy Hills GC	130	115			30	n	y		y	y	f/s	n	bqt, f/b		cad
Rancho Cañada W	80	80	45		32	y	y		y	y	f/s	y	bqt, f/b		
Rancho Cañada E	65	65	35		32	y	y		y	y	f/s	y	bqt, f/b		
Salinas Fairways	24	20	12		18	2	y		y	y	beer	n	s/b		jr & sr, ren in '99
Sherwood Greens	x	x	x	x	x	x	x	x	x	x	x	x	x	x	closed
Pebble Beach GL	325	325	325		25		y		y	y	f/s	y	bqt, full		accom
Spanish Bay	185	185	185		25	n	y		n	y	f/s	y	bqt, full		accom, cad
Spyglass GC	225	225	225		25	n	y		y	y	f/s	y	full, bqt		accom
Corral de Tierra	70	70			24	4	y		y	y	f/s	y	bqt, full		
Carmel Valley Rch	175	155			y	n	y		y	y	f/s		bqt, full		accom, carts req'd
Quail Lodge					y	y	35		y	y	f/s	y	c/d s/b Inge	60-80/hr	jr, bqt, accom
april - october	165	145	75												
november - march	145	125	65												
Salinas Golf & CC	60	50			17	3	y		y	y	f/s	n	full		carts req'd
Cypress Point Club	/	/	/		y	n	y		y	y	f/s	n	full		membrs only, accom
Tehama GC					y				y	y			full		new in '99
MPCC Dunes	215	185			y	y	y		y	y	f/s	n	full		rem in '99, accom
MPCC Shore	215	185			y	y	y		y	y	f/s	n	full		accom

y=yes n=no f/s=full service s/b=snack bar c/d=club dining

Inge=lounge bqt=banquet facilities jr=junior rates sr=senior rates accom=accommodations

f/b=food/bev ren=rennovations rem=remodeled gpkg=golf packages available cad=caddies

PRICE COMPARISONS:
MONTEREY PINES V. BAYONET/BLACK HORSE

	Monday-Friday		Weekends/Holidays		Pass		Cart	
	Regular	Twilight	Regular	Twilight	Monthly	Yearly	daily	twilight
Monterey Pines								
Civilian	\$18.00	\$11.00	\$25.00				\$16.00	\$16.00
Seniors	-	-	-	-	-	-	\$16.00	\$16.00
Retired Officer	\$10.00	\$7.00	\$12.00		\$45.00	\$450.00	\$16.00	\$16.00
Retired Enlisted	\$10.00	\$7.00	\$12.00		\$40.00	\$400.00	\$16.00	\$16.00
Junior Guest	\$8.00	\$8.00	\$8.00				\$16.00	\$16.00
Junior DoD	\$7.00	\$7.00	\$7.00				\$16.00	\$16.00
Junior Guest	\$6.00	\$6.00	\$6.00				\$16.00	\$16.00
Military Officer	\$10.00	\$7.00	\$12.00		\$45.00	\$450.00	\$16.00	\$16.00
Military Enlisted	\$10.00	\$7.00	\$12.00		\$33.00	\$330.00	\$16.00	\$16.00
DoD Employees	\$12.00	\$8.00	\$15.00		\$55.00	\$550.00	\$16.00	\$16.00
	Monday-Thursday		Weekends/Holidays		Pass		Cart	
	Regular	Twilight	Regular	Twilight	Monthly	Yearly	daily	twilight
Bayonet/Blackhorse								
Civilian	\$60.00	\$40.00	\$85.00	\$50.00			\$30.00	\$20.00
Seniors	\$55.00		n/a				\$30.00	\$20.00
Juniors	\$25.00		\$25.00				\$30.00	\$20.00
E1-E6	\$8.25		\$11.40		\$41.40		\$30.00	\$20.00
E7-O3	\$12.40		\$15.50		\$51.75		\$30.00	\$20.00
O4 & above	\$16.55		\$19.65		\$62.00		\$30.00	\$20.00

APPENDIX B

SURVEY DISTRIBUTED AT MONTEREY PINES
AND
COMPLETE SURVEY RESULTS

CUSTOMER SURVEY

Please fill out this survey on the Monterey Pines Golf Course. It is needed as part of a study to evaluate the best alternative to manage this facility. Your comments and suggestions may help to improve the course in the future. Thank you for your comments, suggestions, & time!

1. Which of the following apply? (Check one)

- | | | |
|-----------------------------------|---|---|
| <input type="checkbox"/> Officer | <input type="checkbox"/> Retired Military | <input type="checkbox"/> DoD Civilian |
| <input type="checkbox"/> Enlisted | <input type="checkbox"/> Military Family Member | <input type="checkbox"/> Civilian/Guest |

2. What is your handicap?

3. Which of the following courses in the Monterey Area have you played?
(Check all that apply)

Public courses

- ☐ US Navy GC (Monterey Pines)
- ☐ Fort Ord Bayonet
- ☐ Fort Ord Black Horse
- ☐ Laguna Seca GC
- ☐ Old Del Monte GC
- ☐ Pacific Grove GC
- ☐ Peter Hay Par-3 GC
- ☐ Poppy Hills GC
- ☐ Rancho Canada West
- ☐ Rancho Canada East
- ☐ Salinas Fairways GC
- ☐ Sherwood Greens GC

Public/Resort

- ☐ Pebble Beach GL
- ☐ The Links at Spanish Bay
- ☐ Spyglass GC

Private/Reciprocal

- ☐ Corral de Tierra
- ☐ Carmel Valley Ranch
- ☐ Golf Club at Quail Lodge
- ☐ Salinas Golf & CC

Private Only

- ☐ Cypress Point Club
- ☐ MPCC Shore
- ☐ MPCC Dunes

4. Approximately how often do you play Monterey Pines?
(Fill in the line that applies)

_____ time(s) a week
_____ time(s) a month
_____ time(s) a year

Do you have a monthly/yearly pass?
YES NO

5. How much more (per 18 holes) would you be willing to pay in green fees for a higher quality course (in terms of more attractive, better maintained facilities, equipment and grounds?)

- | | |
|--------------------------------------|-----------|
| <input type="checkbox"/> NO more | Comments: |
| <input type="checkbox"/> \$1.00 more | |
| <input type="checkbox"/> \$2.00 more | |
| <input type="checkbox"/> \$3.00 more | |
| <input type="checkbox"/> \$4.00 more | |
| <input type="checkbox"/> \$5.00+ | |

(Please See Reverse Side)

CUSTOMER SURVEY

6. Would you be interested in any of the following? (Check all that apply)

- ☐ More Tournaments
- ☐ Lighted Driving Range
- ☐ Professional Instructor
- ☐ All Day Marathons
- ☐ Demo Days
- ☐ Junior Programs
- ☐ Other: _____

7. On a scale of 1-10, rate the following items on Monterey Pines: (Please Circle) (1: Poor 3:Below Avg. 5/6:Avg. 8:Above Avg. 10:Excellent N/A: non-applicable)

	POOR-----			AVERAGE-----				EXCELLENT			
Value	1	2	3	4	5	6	7	8	9	10	
Quality	1	2	3	4	5	6	7	8	9	10	
Service	1	2	3	4	5	6	7	8	9	10	
Management and staff	1	2	3	4	5	6	7	8	9	10	
Pace of play	1	2	3	4	5	6	7	8	9	10	
Tee time availability	1	2	3	4	5	6	7	8	9	10	
Price to play course	1	2	3	4	5	6	7	8	9	10	
Equipment rentals	1	2	3	4	5	6	7	8	9	10	N/A
Carts	1	2	3	4	5	6	7	8	9	10	N/A
Availabilty of lessons	1	2	3	4	5	6	7	8	9	10	N/A
Quality of lessons	1	2	3	4	5	6	7	8	9	10	N/A
Course Conditions											
Greens	1	2	3	4	5	6	7	8	9	10	
Fairways	1	2	3	4	5	6	7	8	9	10	
Tee box	1	2	3	4	5	6	7	8	9	10	
Practice Areas											
Chipping green	1	2	3	4	5	6	7	8	9	10	N/A
Putting green	1	2	3	4	5	6	7	8	9	10	N/A
Bunker area	1	2	3	4	5	6	7	8	9	10	N/A
Driving range	1	2	3	4	5	6	7	8	9	10	N/A
Quality of range balls	1	2	3	4	5	6	7	8	9	10	N/A
Pro Shop/Snack Bar											
Pro shop selection	1	2	3	4	5	6	7	8	9	10	N/A
Pro shop prices	1	2	3	4	5	6	7	8	9	10	N/A
Snack bar selection	1	2	3	4	5	6	7	8	9	10	N/A
Snack bar prices	1	2	3	4	5	6	7	8	9	10	N/A

8. Any other additional comments/suggestions? Ideas for improvement?

SURVEY RESULTS ON COURSES PLAYED IN MONTEREY AREA

Survey	Classification	US Navy	Bayonet	Blackhorse	Laguna Seca	Old Del Monte	Pacific Grove	Peter Hay	Poppy Hills	Rancho Canada West	Rancho Canada East	Salinas Fairways	Sherwood Greens	Pebble Beach	Links at Spanish Bay	Spyglass	Corral de Tierra	Carmel Valley Ranch	Quail Lodge	Salinas Golf	Cypress Point	MPCC Shore	MPCC Dune
1	retired	1	1	1	1	1	1	1		1	1		1	1	1								
2	retired	1	1			1					1							1	1				
3	retired	1	1	1	1	1	1	1	1	1	1			1			1	1	1				
4	retired	1	1	1	1	1	1	1	1	1	1			1	1								
5	officer	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		1
6	retired	1	1	1	1	1						1											
7	retired	1	1	1	1	1	1	1	1	1	1	1		1		1			1				
8	civilian	1	1			1													1				
9	unknown	1	1	1	1	1	1	1	1	1	1	1	1	1		1	1	1	1		1	1	1
10	officer	1	1	1	1	1	1		1	1	1	1	1	1	1	1	1	1	1	1		1	1
11	retired	1	1	1	1	1	1		1	1	1	1		1	1	1							
12	retired	1	1	1	1	1	1	1	1	1	1	1		1	1	1			1		1	1	1
13	civilian	1	1	1	1	1	1	1	1	1				1	1	1		1	1			1	1
14	civilian	1	1	1		1	1																
15	family	1	1	1		1				1	1	1							1	1			
16	officer	1	1	1	1	1	1	1	1	1	1	1		1		1	1	1	1	1	1	1	1
17	retired	1	1	1	1	1	1	1		1	1	1	1	1	1		1	1	1	1	1	1	1
18	civilian	1	1	1	1	1	1	1	1	1	1			1	1	1		1	1		1		
19	DoD	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
20	civilian	1	1	1	1	1	1	1	1	1	1				1	1		1	1				1
21	retired	1	1	1	1	1	1		1	1	1			1	1	1	1		1				
22	retired	1	1	1	1	1	1		1	1	1		1	1		1	1	1	1		1		1
23	retired	1	1	1	1	1	1	1	1	1	1			1	1	1	1	1				1	1
24	retired	1																					
25	retired	1	1	1	1	1	1	1	1	1	1	1	1							1			
26	retired	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
27	officer	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
28	retired	1					1																
29	civilian	1	1	1	1	1	1	1	1	1	1	1	1										
30	retired	1	1	1	1	1	1	1	1	1	1	1	1	1		1	1	1	1	1	1	1	1
31	retired	1	1	1	1	1	1		1	1	1	1	1				1	1	1	1			
32	retired	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
33	retired	1	1	1	1	1	1	1		1	1												
34	retired	1	1	1	1	1	1		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
35	retired	1	1	1	1	1	1		1	1	1	1	1	1	1	1	1	1	1	1			
36	retired	1	1	1	1	1	1	1	1	1	1			1	1				1		1	1	1
37	retired	1	1			1		1					1						1				
38	retired	1																					

SURVEY RESULTS ON COURSES PLAYED IN MONTEREY AREA

39	civilian	1	1	1	1	1	1	1	1	1	1	1								1			
40	civilian	1			1		1				1												
41	family	1	1	1				1	1		1	1	1	1	1	1	1	1	1				
42	retired	1	1	1	1	1			1	1	1	1	1	1	1	1	1	1	1				
43	retired	1			1																		
44	DoD	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1				
45	retired	1	1	1	1		1			1	1												
46	retired	1																					
47	enlisted	1	1	1	1	1				1	1	1							1				
48	retired	1	1	1	1	1				1	1	1											
49	civilian	1			1	1	1	1		1	1	1											
50	civilian	1	1	1	1	1	1		1	1	1												
51	civilian	1						1		1	1												
52	civilian	1		1	1	1		1	1	1	1												
53	civilian	1				1	1																
54	civilian		1		1						1	1	1										
55	civilian	1		1			1				1												
56	civilian	1				1																	
57	officer	1																					
58	officer	1																					
59	civilian	1	1	1	1	1	1		1	1		1	1										
60	civilian	1	1		1	1	1	1		1	1	1											
61	civilian	1	1			1	1	1	1														
62	civilian	1	1	1	1	1		1		1	1												
63	retired	1								1													
64	civilian	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1				
65	retired	1	1	1	1	1	1		1	1	1	1											
66	retired	1	1	1	1	1	1			1	1												
67	retired	1	1	1	1		1	1		1	1								1				
68	DoD	1	1	1	1	1	1	1		1	1	1							1	1			
69	unknown	1	1	1	1	1	1	1	1	1	1												
70	retired	1	1	1		1	1		1	1	1								1	1			
71	retired	1	1	1	1	1	1			1	1	1	1										
72	unknown																						
73	unknown																						
74	unknown																						
75	unknown																						
76	unknown																						
77	unknown																						
78	retired	1	1	1	1	1	1		1	1	1	1											
total		71	57	53	53	57	51	36	40	52	55	35	22	36	27	33	24	27	36	25	18	21	23
no answer		6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6
answered		72	72	72	72	72	72	72	72	72	72	72	72	72	72	72	72	72	72	72	72	72	72
avg		0.99	0.79	0.74	0.74	0.79	0.71	0.50	0.56	0.72	0.76	0.49	0.31	0.50	0.38	0.46	0.33	0.38	0.50	0.35	0.25	0.29	0.32

SURVEY RESULTS OF CUSTOMER RATINGS

Survey	Value	Quality	Service	Management and Staff	Pace of Play	Tee Time Availability	Price to Play Course	Equipment Rentals	Carts	Availability of Lessons	Quality of Lessons	Greens	Fairways	Tee Box	Chipping Green	Putting Green	Bunker Area	Driving Range	Quality of Range Balls	Pro Shop Selection	Pro Shop Prices	Snack Bar Selection	Snack Bar Prices
1	10	8	5	8	7	8	10	7	7			8	7	8	7	7	7	8	7	6	6	5	6
2	9	8	10	10	6	10	10					8	6	9								8	10
3	10	6	9	8	8	9	10					8	7	6	7	8	5	7	9	9	10	9	10
4	9	9	9	8		8	8					5	4	2	5	5	5	5	5	5	5	7	7
5	10	6	6	7	9	10	10	8	9			9	5	8	10	10	10	10	10	5	4	6	3
6	7	6	7	7	7	8	10					6	6	7	8	8	8	7	8	6	6	6	6
7	8	6	6	6	6	7	7	7	7	7	7	6	6	6	6	6	5	6	5	4	6	5	5
8	7	5	1	3	9	9	7	5		1	1	5	5	5	5	5	5	5	5	3	3	3	3
9	6	3	3	6	4	5	5					4	3	3	4	4	4	4	4	4	4	4	4
10	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6
11	8	7	9	9	6	6	10	7	7			5	5	5	6	6		4	7	5	5	5	5
12	5	5	5	5	8	10	10					6	6	6	5	6	5	5	3	5	5	8	8
13	6	3	8	6	6	8	10		4			1	4	4	8	4	4	4	1	4	5		
14	7	4	5	5	6	7	6		4			6	4	3	4	4	3	6	3	4		4	7
15																				3	4	4	8
16	7	7	7	7	5	6	7	7	7	6	6	8	6	6	6	7	5	5	6	6	6	6	6
17	6	6	6	6	4	9	6	6	6	6	6	7	4	4	6	6	3	5	5	5	3	4	3
18	4	4	2	1	1	10	6					2	4	1	5	4	3	3	2	3	2	2	6
19	9	6	4	6*	4	4	8	3	3	1	1	4	7	6	6	6	4	3	3	2	6	5	3
20	5	3	4	4	7	8	10	6	2	2	6	1	8	4	6	7	5	5	5	7	6	10	8
21				3*				5				4	2		9	9	9	9	9	3	1	7	10
22	9	5	4	3*	6	6	10		7			7	7	5	7	7	2	6	6	3	2	4	2
23	10	8		9	3		10					8	7	4	9	9	5	3	3		10	5	5
24	10	9	10	9*	10	10	10	10	10			10	10	10	10	10	10	10	10	9	9	9	9
25				10	10	10	10	10	10			9	9	9	8	8	8	8	8	9	9	9	8
26	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
27	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
28	2	1	1	2	4	4	4	5	5	5	5	2	1	1	3	3	1	4	4	1	1	4	4
29	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
30	10	3	1	5	1	10	5					5	1	3						1	1	5	5
31	10	9	8	6	7	9	10					7	6	6		8		9	9	5	4	5	5
32	1	1	1	4*	4	4	1					1	1	1	1	1	1	1		1	1		1
33	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	1	1	5.5	2
34	6	6	6	7	5	5	7	5	5			8	9	9	7	8	8	7	9	2	4	5	2
35	4	4	6	7	8	9	8					2	3	3	8	8	4			6	4	8	7
36	6	4	5	5	2	7	7			6		7	3	4	4	6	5	4	7	4	7	6	7
37	9	7	8	9	8	9	9			4		5	8	6	7	8	7	6	8	6	8	5	6
38	8	5	8	8	7	8	10					3	4	4	3	3	5	6	6				
39																							
40	8	7	8	8	7	8	9	9				6	6	7	6	9	7	5	6	7	7	6	9

SURVEY RESULTS OF CUSTOMER RATINGS

41	8	3	4	4	2	7	10	2	6		4	4	3	5	6	6	5	3	5	5	10	7
42	7	7	7	7	5	8	5			3	6	5	4		7	4	5	5	3	3	5	4
43	9	9	9	9	9	9	9	8	8		9	9	9	9	9	9	9	9	9	9	9	9
44	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
45	10				10			10			10	10	10		10				9	9	9	
46	10	4	2	2	4	9	10		4	2	4	5	4	8	5		4	3	1		2	4
47	8	5	5	6	7	7	9				3	4	3	6	6	3	2	5	2	3	1	5
48	10	8	8	8	8	10	10	7	7	7	7	6	5	5	5	5	5	5	5	4	5	5
49	3	3	3	3	5	5	5	3	3		4	4	5		7	6	3	5	3	5	5	5
50	2	3	3	4	4	8	8				4	6	3	4	4	3	6	8	6	4	4	8
51	4			8	7	6	4	5	4	3	3	2	2	3	3	4	5	4	5	5	5	5
52	4	4	5	4	5	7	7	6	6	6	6	1	4	4	4	4	4	4	6	6	5	5
53	6	3	5	6	3	8	10					1	5	1	5	5		3	3	5	5	5
54	8	7	7		8	8	8		5			7	7	7	8	8	8	8	6	6	7	7
55	8	6	5	7	5	10	10					6	5	3	5	5	4	5	5	5	5	5
56	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
57	9	8	9	8	8	8	8	7	8		8	8	8			8	8		6	7	7	8
58	10	9	8	8	9	9	10	6	6		8	6	8	9	9	9	9		5		6	7
59	10	7	5	5	7	10	10				7	6	7	5	6		3	4	5	5	5	5
60	10	5	10	10	8	10	10				5	5	5	5	5	5	5	5	5	5	5	5
61	9	8	8	8	9	9	9	8	8	7	7	8	8	8	9	8	7	5	7	8	8	8
62	5	5	7	7	7	10	10	10				7	6	8	7	9	7	3	6	6	6	7
63	10	8	10	10	7	9	10		7			5	6	7					7	7	8	9
64	8	8	10	9	4	10	10	10	10			7	7	7	10	7	7	4	4	10	10	10
65	9	9	9	9	9	9	9	8	8			9	9	9	9	10	9	9	9	9	9	9
66	10	10	10	10	10	10	10					8	8	8	10	10	9	9	9	8	8	8
67	10	10	10	10	10	10	10					10	10	10	10	10	10	10	10	1	1	1
68	8	8	6	7	6	6	6	7	7			8	6	6		8		7				
69	6	7	8	7	1	8	10			1	1	1	6	5	7	6	5	1	1	1	1	8
70	8	8	10	10	9	9	10	10				9	9	10	10	10	10	9	10	10	10	9
71	5	5	5	5	5	8	10		1			4	4	4	5	5	5	5	5		2	1
72	4	3	5	1	1	9.5	9.5	6	6	6	6	1	1	1	7	6	2	1	1	5	6	5
73	1	1	1	1	1	1	1	6	8	7	6	1	1	1	1	1	1	1	1	5	7	6
74	5	6	7	4	7	5	4	4	5	6	7	3	2	3	4	5		2	1	2	4	2
75	5	4	6	7	6	5		4	5	6		7	3	5	3	5		5	7	4	5	6
76	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
77	1	1	1	3	5	4	4	8	7	8	9	1	1	1	4	5	6	5		6	3	5
78	4	3		3	3		4					4	3	2	5	5	5	3	5	4	5	

total	492	388	402	414	421	524	551	248	253	116	112	393	387	372	390	436	328	360	353	337	350	394	407
no answer	4	6	8	4	4	6	5	36	33	50	53	2	2	3	11	6	15	7	11	6	7	6	5
answer	74	72	70	74	74	72	73	42	45	28	25	76	76	75	67	72	63	71	67	72	71	72	73
avg	6.64	5.38	5.74	5.59	5.68	7.28	7.55	5.89	5.61	4.13	4.46	5.16	5.09	4.95	5.81	6.05	5.20	5.06	5.26	4.68	4.93	5.47	5.58

* Designates that ratings were given for both management and staff

SURVEY RESULTS ON CUSTOMER INTEREST IN ADDITIONAL PROGRAMS

Survey	Classification	More Tournaments	Lighted Driving Range	Professional Instructor	All Day Marathons	Demo Days	Junior Programs
1	retired						
2	retired						
3	retired			1			
4	retired						
5	officer	1					
6	retired						
7	retired						
8	civilian	1					
9	unknown						
10	officer						
11	retired						
12	retired					1	
13	civilian	1	1			1	
14	civilian	1	1			1	1
15	family						
16	officer						
17	retired	1					
18	civilian						
19	DoD		1	1		1	1
20	civilian			1			1
21	retired						
22	retired						
23	retired						
24	retired	1					
25	retired	1		1			
26	retired	1	1	1	1	1	1
27	officer	1	1	1	1	1	1
28	retired						
29	civilian						
30	retired						
31	retired	1	1				
32	retired						
33	retired						
34	retired					1	
35	retired						
36	retired	1					
37	retired		1	1			
38	retired						
39	civilian						
40	civilian				1		

SURVEY RESULTS ON CUSTOMER INTEREST IN ADDITIONAL PROGRAMS

41	family						
42	retired	1			1	1	
43	retired	1	1				
44	DoD	1	1	1	1	1	1
45	retired						
46	retired		1				
47	enlisted	1					
48	retired	1					
49	civilian	1					
50	civilian	1					
51	civilian						1
52	civilian		1				
53	civilian						
54	civilian		1				
55	civilian						
56	civilian			1			
57	officer						
58	officer		1				1
59	civilian						
60	civilian		1				
61	civilian		1				1
62	civilian	1					
63	retired						
64	civilian						
65	retired		1				1
66	retired						1
67	retired						1
68	DoD						
69	unknown	1	1				1
70	retired			1			
71	retired						
72	unknown						
73	unknown						
74	unknown						
75	unknown						
76	unknown						
77	unknown						
78	retired						
total interest		20	17	10	5	9	13
total surveys		78	78	78	78	78	78
avg		25.6%	21.8%	12.8%	6.4%	11.5%	16.7%

SURVEY BACKGROUND INFORMATION (NOT USED IN THESIS)

Survey	Classification	Handicap	Times Play	Price Increase	Pass
1	retired	19	3/wk		1
2	retired		3/wk	\$1.00	1
3	retired	20	3/wk	\$0.00	1
4	retired		5/yr	\$5.00	0
5	officer	18	5/wk	\$2.00	
6	retired		4/wk	\$2.00	1
7	retired	0	3/wk	\$3.00	1
8	civilian		2/mo	\$0.00	0
9	unknown	15	5/wk	\$3.00	1
10	officer	25	3/wk	\$5.00	1
11	retired	14	2/wk		1
12	retired	13	1/wk	\$5.00	0
13	civilian		2/wk	\$0.00	0
14	civilian		2/wk	\$2.00	0
15	family	35	1/wk	\$0.00	
16	officer	10	3/wk		1
17	retired	27	3/wk	\$0.00	1
18	civilian	14	1/yr	\$5.00	0
19	DoD	13	10/yr	\$5.00	0
20	civilian	12	3/wk	\$5.00	0
21	retired	20	3/wk	\$5.00	1
22	retired	13	3/wk	\$0.00	
23	retired	12	5/wk	\$0.00	1
24	retired	26	6/wk	\$5.00	1
25	retired	17	4/wk	\$5.00	1
26	retired		4/wk	\$0.00	1
27	officer		3/wk	\$0.00	1
28	retired	26	1/wk	\$0.00	
29	civilian		5/wk	\$0.00	1
30	retired		3/wk	\$0.00	1
31	retired		2/wk	\$0.00	1
32	retired		4/wk	\$0.00	1
33	retired	22	2/wk	\$0.00	1
34	retired	10	3/wk	\$5.00	1
35	retired	15	3/wk	\$5.00	1
36	retired	23	2/wk	\$0.00	1
37	retired	21	2/wk	\$4.00	1
38	retired		2/yr	\$3.00	0
39	civilian	22	4/mo	\$5.00	0
40	civilian		5/mo	\$2.00	
41	family	25	4/wk	\$0.00	1
42	retired		2/wk		1
43	retired		3/wk		1

SURVEY BACKGROUND INFORMATION (NOT USED IN THESIS)

44	DoD	3/wk	\$0.00	0
45	retired	2/wk		1
46	retired	3/wk	\$5.00	
47	enlisted	12 2/wk	\$5.00	1
48	retired	13 5/mo	\$4.00	1
49	civilian	20 2/mo	\$0.00	0
50	civilian	18 2/mo	\$3.00	0
51	civilian	3/mo	\$0.00	0
52	civilian	3/mo	\$0.00	0
53	civilian	9 2/wk	\$5.00	0
54	civilian	2/mo	\$5.00	0
55	civilian	3/mo	\$0.00	0
56	civilian	2/mo	\$0.00	0
57	officer	1/wk	\$0.00	0
58	officer	1/wk	\$4.00	0
59	civilian	4/mo	\$3.00	0
60	civilian	5/yr	\$0.00	0
61	civilian	2/yr	\$2.00	0
62	civilian	2/mo	\$3.00	0
63	retired	1/wk		
64	civilian	3/wk	\$5.00	0
65	retired	16 3/wk	\$0.00	1
66	retired	2/wk	\$0.00	1
67	retired	12 2/wk	\$0.00	1
68	DoD	2/wk	\$0.00	1
69	unknown	3 3/wk	\$2.00	0
70	retired	20 2/mo	\$4.00	0
71	retired	20 3/wk	\$4.00	1
72	unknown			
73	unknown			
74	unknown			
75	unknown			
76	unknown			
77	unknown			
78	retired	4/yr	\$0.00	0

total	\$136.00	36
no answer	13	13
answer	65	65
avg/percent	\$2.09	0.55

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APPENDIX C

MONTEREY PINES FINANCIAL STATEMENTS

FY 99 MONTHLY USAGE

	Oct. 98	Nov. 98	Dec. 98	Jan. 99	Feb. 99	Mar. 99	Apr. 99	May-99	Jun-99	Jul-99	Aug-99	Sep-99	Total
Officer	451	238	229	276	263	277	981	503	332	513	436	500	4999
Enlisted	313	165	129	125	176	174	167	274	204	198	419	300	2644
Retired military	1521	1247	1183	1076	1300	1419	1267	1611	1539	1189	1570	1560	16482
Family member	498	355	308	326	252	366	358	456	503	400	531	550	4903
DOD civilian	255	171	149	202	177	222	284	338	346	321	349	330	3144
Civilian	1779	1365	1205	1241	1277	1473	1618	2302	2525	2925	2715	2700	23125
Total	4817	3541	3203	3246	3445	3931	4675	5484	5449	5546	6020	5940	55297
Equipment													
Club Rental	70	36	46	35	65	74	116	111	112	123	98	95	981
18 hole cart	725	489	380	345	356	416	430	676	530	592	657	610	6206
9 hole cart	160	117	88	130	95	144	180	213	177	233	248	221	2006
Pull cart	258	183	189	188	178	216	247	349	266	295	98	300	2767
Club Storage	20	11	10	188	6	11	14	14	14	5	9	6	308
Total	1233	836	713	886	700	861	987	1363	1099	1248	1110	1232	12268
Tournaments													
MWR	4	1	4	4	2	2	1	3					
Men's Club	1	3	1	1	1	1	1	1					

FY 99 MONTHLY TOURNAMENTS

	OCT 98	NOV 98	DEC 98	JAN 99	FEB 99	MAR 99	APR 99	MAY 99	JUN 99	JUL 99	AUG 99	SEP 99	
Women's Club	4	4	2	4	1	1	4	4	4				
Mixed Couple	1	1	1	1	1	1	1	1	1				
Civilian	15	6	5	3	7	3	6	9	9				
Totals:	25	15	13	13	12	8	13	18	18				

FY 2000 GOLF COURSE MONTHLY USAGE

	Oct-99	Nov-99	Dec-99	Jan-00	Feb-00	Mar-00	Apr-00	May-00	Jun-00	Jul-00	Aug-00	Sep-00	Total	% user
Officer	567	323	262	256	271								1679	9%
Enlisted	393	187	149	135	138								1002	5%
Rtd Mil	1387	1344	1207	1210	1062								6210	33%
Fmly mbr	510	395	479	343	326								2053	9%
DOD Civ	225	279	208	241	126								1079	6%
Civilian	2714	1659	1477	1082	955								7887	38%
Total	5796	4187	3782	3267	2878								19910	100%
Cib Rent	82	103	65	jan/feb	58									
18 cart	691	468	342	jan/feb	357									
9 cart	266	173	147	jan/feb	299									
pull cart	346	217	220	jan/feb	336									
clbstorage	4	20	35	jan/feb	18									
Total	1389	981	809		1068									

MWR MONTEREY PINES ANNUAL USAGE FY 96-99

	FY 96	FY 97	FY98	FY99	FY00
Rounds	49353	61891	50642	55,297	
Officer	6436	7048	4450	4999	
Enlisted	1905	2873	2522	2644	
Retired	17006	20,345	16725	16,482	
Fam.mbr	5437	6766	4555	4903	
DOD	3065	3939	3205	3144	
Civ.	15504	20920	19185	23125	
Total	49353	61891	50642	55297	

INCOME STATEMENT FOR FY 94-99

NAF Acct.	Income/Expense Category	FY-99	FY-98	FY-97	FY-96	FY-95	FY-94
	Income:						
301	Resale Revenue	162,147.73	143,886.36	123,816.87	69,081.80	100,230.84	98,613.26
302	Catering Resale Revenue						
501	Program Revenue	827,730.09	749,242.98	797,321.25	658,726.45	502,247.65	571,514.77
531	Common Support Services						
569	Other Revenue	1,509.05	144.70		334.00	356.00	
569	Other Revenue - G&A	882.00		1,426.60			486.00
571	Commercial Sponsorship						
581	Central Storeroom Overage						
591	Leisure Travel Commissions						
592	Amusement/Vending Comm.						
593	Recycling Commissions						
594	Other Commissions						
812	Cash Overage	3,270.48	2,334.66	1,631.32	1,769.87	222.21	1,001.28
814	Prior FY Income Adjustment	54.00	(66.64)				
819	Bonus Merchandise		524.98	198.00			
891	Misc. Income-Extraordinary					20.00	74.00
	Total Income	995,593.35	896,067.04	924,394.04	729,912.12	603,076.70	671,689.31
	Expenses:						
401	Cost of Goods Sold	77,683.03	75,286.23	66,790.66	54,586.45	73,242.07	73,093.46
601	Salaries & Wages	368,845.00	329,984.00	265,309.97	274,956.76	303,281.46	280,330.66
601	Salaries & Wages G&A						
603	Bonus/Incentive	2,143.21	21,125.00	13,775.00			4,793.05
603	Bonus/Incentive G&A	20,450.00					
621	Employers Share of FICA	31,365.40	27,752.68	22,359.41	22,900.69	24,498.04	22,923.04
621	Employers Share of FICA G&A				21,521.72	21,392.24	19,313.92
622	Annual Leave Expense	21,752.79	21,476.18	20,630.96			
622	Annual Leave Expense - G&A						
623	Sick Leave Expense	8,641.07	9,222.84	4,314.97	11,713.60	8,308.90	4,194.11
623	Sick Leave Expense G&A				63.66		
627	Employer Benefits Cost						
629	Employers Health Ins. Cost	20,321.25	21,443.15	21,247.09	27,665.14		
630	MWR Emplr Life/Dis Ins Cst G&A	601.89	881.04	807.59	1,003.86		
632	MWR Emplr Other Ben Cst G&A	467.04	538.93	491.36	986.80		
641	Utilities G&A	31,020.00	21,960.00	9,500.00	10,631.56	7,700.00	8,000.00
642	Rentals	1,240.88	853.77	926.00	65.00		
642	Rentals G&A	42.00	312.13	290.63			
661	Telephone & Postage	638.06	406.22	49.99	67.92	181.92	223.53
661	Telephone & Postage G&A		52.36	241.37			

INCOME STATEMENT FOR FY 94-99 (continued)

NAF Acct.	Income/Expense Category	FY-99	FY-98	FY-97	FY-96	FY-95	FY-94
662	Cable/Satellite Service	38.27	124.01	105.99	14.40	-	
662	Cable/Satellite Service (G&A)		12.84	21.90	21.92		
681	Repairs & Maint. Vehicles	13,029.79	5,177.08	1,585.81	5,819.00	13,392.27	17,136.12
681	Repairs & Maint. Vehicles G&A			1,585.81	3,899.85	-	
683	Repairs & Maint. FF&E	2,019.70	5,597.63	12,170.45	7,786.22	9,984.05	17,633.69
683	Repairs & Maint. FF&E G&A				1,423.29		
685	Repairs & Maint - Bldg. & Facil	129.40		354.57			
686	Minor Property	4,908.84	3,411.76	598.02	259.99		2,822.64
686	Minor Property G & A		575.00	-			
701	Supplies	106,377.57	72,133.70	41,265.33	40,121.57	27,659.13	30,041.72
701	Supplies G&A	649.95		(101.00)			
703	Laundry						
705	Ticket Expense						
721	Travel & Per Diem	1,230.40	1,009.61			1,642.32	1,516.10
750	USA Offset-Minor Property						
751	USA Offset-Labor						
752	USA Offset-Supplies						
753	USA Offset-Contractual						
754	USA Offset-Maint. Cost						
755	USA Offset-Other						
757	USA Offset-Communications						
758	USA Offset-Travel & Per Diem						
761	Depr. Expense Vehicles G&A	6,008.88	7,197.38	8,861.88	8,861.88	3,854.48	2,853.00
763	Depr. Expense FF&E	31,587.70	30,685.99	30,627.82	42,194.10	51,661.24	47,935.24
767	Depr. Expense Bldg. & Fac. Imp.			3,519.72	10,249.92	12,060.51	14,393.36
780	Discounts Lost	(17.50)					
781	Advertising & Promotion	1,861.39	52.50	289.06	258.52	538.43	597.57
781	Advertising & Promotion (G&A)			93.78			
782	Conference & Training	40.00	310.00			250.00	50.00
783	Contractual	3,103.50	176.00	534.00	1,027.00	304.00	
783	Contractual Expense G&A		352.00	484.00			
784	Credit Card Sales Expense G&A	4,255.41	2,440.96	2,592.56	2,341.74	2,339.66	2,717.74
785	Awards & Prizes	1,629.41	548.00	228.36	163.45	740.75	906.96
787	Entertainment	7.67		(35.43)	144.82		
799	Misc. Expense	48.00	367.22	15.51	458.33	2,000.00	3,000.00
799	Misc. Expense G&A	140.55	3,299.50	-	6,950.93	4,069.99	5,448.35
912	Cash Shortage	3,471.60	1,249.38	850.78	1,144.27	193.45	327.51
914	Prior FY Expense Adjustment	(2,294.52)	251.49	73.55	185.55	108.25	109.00
915	Bad Check Expense		14.00	491.50		46.50	4.22

INCOME STATEMENT FOR FY 94-99 (continued)

NAF	Income/Expense Category	FY-99	FY-98	FY-97	FY-96	FY-95	FY-94
Acct.							
916	Bad Debt Expense						
950	Interest Expense Adjustment	5.48	29.11	13.52			
991	Misc Exp Extraordinary	133.15	195.90	149.00	25.50		
	Total Expense	763,576.26	666,505.59	533,111.49	559,515.41	569,449.66	560,364.99
	Activity Profit/Loss	232,017.09	229,561.45	391,282.55	170,396.71	33,627.04	111,324.32
	Self Sufficiency Percentage	130.40	134.40	101.30	130.50	109.50	119.90

INCOME STATEMENT FOR FY 00 BUDGET

STATION: NAVAL SUPPORT ACTIVITY MONTEREY BAY															
FUND #:		10183													
40 - Golf															
LINE	ACCOUNT TITLE	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY-00	
1.	RESALE REVENUE	15,300	11,068	10,729	10,421	10,470	11,391	13,054	13,993	14,816	15,705	16,578	18,048	161,573	
2.	PROGRAM REVENUE	77,180	55,828	54,116	52,568	52,812	57,457	65,852	70,579	74,736	79,219	83,619	91,034	816,000	
3.	COMMISSIONS	-	-	-	-	-	-	-	-	-	-	-	-	-	
4.	OTHER REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-	
5.	TOTAL REVENUE	92,480	66,896	64,846	62,989	63,282	68,848	78,906	84,572	89,562	94,924	100,197	109,082	976,573	
6.	COST OF GOODS	7,008	5,069	4,914	4,773	4,795	5,217	5,979	6,409	6,786	7,193	7,592	8,265	74,000	
7.	SALARIES & BENEFITS	45,544	32,943	31,933	31,021	31,164	33,905	38,860	41,649	44,101	46,743	49,343	53,719	480,925	
8.	SUPPLIES	8,334	6,028	6,593	5,676	5,702	6,954	7,110	7,621	8,820	8,554	9,029	10,579	91,000	
9.	DEPRECIATION-LOCAL	5,748	5,748	5,748	5,748	5,748	5,748	5,748	5,748	5,748	5,748	5,748	5,757	68,985	
10.	DEPRECIATION-CENT.	-	-	-	-	-	-	-	-	-	-	-	-	-	
11.	MAINTENANCE	1,000	1,000	1,000	1,000	1,500	1,000	1,000	1,500	1,500	1,000	1,500	1,000	14,000	
12.	ENTERTAINMENT/TICKETS	-	-	-	-	-	-	-	-	-	-	-	-	-	
13.	CONTRACTUAL	1,184	1,184	1,184	1,184	1,184	1,184	1,184	1,184	1,184	1,184	1,184	1,184	14,208	
14.	UTILITIES	2,585	2,585	2,585	2,585	2,585	2,585	2,585	2,585	2,585	2,585	2,585	2,585	31,020	
15.	ADVERTISE & PROMO	-	-	-	-	156	156	156	156	156	156	156	156	1,248	
16.	AWARDS/PRIZES	-	-	-	-	-	-	-	-	-	2,000	-	-	2,000	
17.	ALLC EMPL B&I	2,144	2,144	2,144	2,144	2,144	2,144	2,144	2,144	2,144	2,144	2,144	2,144	26,728	
18.	ALLC ACCT SRVC	-	-	-	-	-	-	-	-	-	-	-	-	-	
19.	ALLC CENTRL SUPP	-	-	-	-	-	-	-	-	-	-	-	-	-	
20.	ALLC ECH I/II/III	-	-	-	-	-	-	-	-	-	-	-	-	-	
21.	OTHER EXPENSE	441	441	441	2,441	2,441	441	441	441	441	533	533	443	9,478	
22.	USA OFFSET - LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-	
23.	USA OFFSET - OTHER	-	-	-	-	-	-	-	-	-	-	-	-	-	
24.	TOTAL EXPENSE	73,988	57,142	56,542	56,572	57,419	59,334	66,207	69,437	73,465	77,840	79,814	86,832	812,592	
25.	NET P/L BEFORE NEX	18,492	9,754	8,303	6,417	5,863	9,514	13,699	15,135	16,087	17,084	20,383	23,250	163,981	

INCOME STATEMENT FOR FY 00 BUDGET (continued)

STATION: NAVAL SUPPORT ACTIVITY MONTEREY BAY														
FUND #:		10183												
	40 - Golf													
LINE	ACCOUNT TITLE	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY-00
1.	RESALE REVENUE ACCTS:													
	301 - Resale	15,300	11,068	10,729	10,421	10,470	11,391	13,054	13,993	14,816	15,705	16,578	18,048	161,573
	302 - Catering	-	-	-	-	-	-	-	-	-	-	-	-	-
2.	PROGRAM REVENUE ACCTS:													
	501 - Program	77,180	55,828	54,116	52,568	52,812	57,457	65,852	70,579	74,736	79,219	83,619	91,034	815,000
	502 - Rental	-	-	-	-	-	-	-	-	-	-	-	-	-
3.	COMMISSIONS													
	591 - Leisure Travel	-	-	-	-	-	-	-	-	-	-	-	-	-
	592 - Amuse/Vending	-	-	-	-	-	-	-	-	-	-	-	-	-
	593 - Recycling	-	-	-	-	-	-	-	-	-	-	-	-	-
	594 - Other	-	-	-	-	-	-	-	-	-	-	-	-	-
4.	OTHER REVENUE													
	531 - Common Support	-	-	-	-	-	-	-	-	-	-	-	-	-
	532 - Dues	-	-	-	-	-	-	-	-	-	-	-	-	-
	533 - Ech II Assessment	-	-	-	-	-	-	-	-	-	-	-	-	-
	562 - CF Op Grants	-	-	-	-	-	-	-	-	-	-	-	-	-
	563 - Echelon Op Grants	-	-	-	-	-	-	-	-	-	-	-	-	-
	564 - Other Op Grants	-	-	-	-	-	-	-	-	-	-	-	-	-
	569 - Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
	571 - Comm. Sponsor	-	-	-	-	-	-	-	-	-	-	-	-	-
	581 - Central Store Overage	-	-	-	-	-	-	-	-	-	-	-	-	-
	812 - Cash Overage	-	-	-	-	-	-	-	-	-	-	-	-	-
	813 - Gain of Disp Fixed Asset	-	-	-	-	-	-	-	-	-	-	-	-	-
	814 - Prior Year Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-
	819 - Bonus Merchandise	-	-	-	-	-	-	-	-	-	-	-	-	-
	830 - BRAC Exp. Reimburse	-	-	-	-	-	-	-	-	-	-	-	-	-
	891 - Misc Income - extra	-	-	-	-	-	-	-	-	-	-	-	-	-
5.	TOTAL REVENUE	92,480	66,896	64,845	62,989	63,282	68,848	78,906	84,572	89,552	94,924	100,197	109,082	976,573
6.	COST OF GOODS													
	401 - COGS	7,008	5,069	4,914	4,773	4,795	5,217	5,979	6,409	6,786	7,193	7,592	8,265	74,000
7.	SALARIES/WAGES													
	601 - Salaries & Wages	39,726	28,734	27,853	27,057	27,182	29,573	33,894	36,327	38,466	40,770	43,038	46,855	419,475
	602 - S&W - Local National	-	-	-	-	-	-	-	-	-	-	-	-	-
	603 - Bonus/Incentive	-	-	-	-	-	-	-	-	-	-	-	-	-
	621 - Employers Share of FICA	3,038	2,198	2,130	2,070	2,079	2,262	2,593	2,779	2,942	3,119	3,292	3,584	32,086
	622 - Annual Leave	2,780	2,011	1,950	1,894	1,903	2,070	2,373	2,543	2,693	2,854	3,013	3,280	29,364
	623 - Sick Leave	-	-	-	-	-	-	-	-	-	-	-	-	-
	624 - Employee Meals	-	-	-	-	-	-	-	-	-	-	-	-	-
	625 - Benefits - Local National	-	-	-	-	-	-	-	-	-	-	-	-	-
	626 - Benefits - Other	-	-	-	-	-	-	-	-	-	-	-	-	-

INCOME STATEMENT FOR FY 00 BUDGET (continued)

[illegible]

INCOME STATEMENT FOR FY 00 BUDGET (continued)

[illegible]

FY 99 INCOME STATEMENT

NAF Acct.	FY-99 Income/Expense Category	October	November	December	January	February	March	April	May	June	July	August	September	FY-99
301	Income:													
302	Resale Revenue	15,381.98	11,066.78	10,735.40	10,416.18	10,472.62	11,393.29	13,082.80	12,065.03	15,535.77	20,093.30	17,154.51	14,770.07	162,147.73
501	Catering Resale Revenue													
531	Program Revenue	73,940.25	53,932.11	48,583.45	48,905.77	49,340.02	60,686.60	63,727.55	74,846.35	84,649.09	88,405.51	92,952.94	87,760.45	827,730.09
569	Common Support Services													
569	Other Revenue	-	-	-	-	-	-	-	-	446.45	161.25	119.65	-	-
569	Other Revenue - G&A	-	-	-	900.00	-	585.00	196.70	-	-	(18.00)	-	-	1,509.05
571	Commercial Sponsorship	-	-	-	-	-	-	-	-	-	-	-	-	882.00
581	Central Storeroom Overage	-	-	-	-	-	-	-	-	-	-	-	-	-
591	Leisure Travel Commissions	-	-	-	-	-	-	-	-	-	-	-	-	-
592	Amusement/Vending Comm.	-	-	-	-	-	-	-	-	-	-	-	-	-
593	Recycling Commissions	-	-	-	-	-	-	-	-	-	-	-	-	-
594	Other Commissions	-	-	-	-	-	-	-	-	-	-	-	-	-
812	Cash Overage	182.02	246.11	237.09	137.47	108.23	118.98	780.40	223.80	495.25	221.80	284.58	234.75	3,270.48
814	Prior FY Income Adjustment	-	54.00	-	-	-	-	-	-	-	-	-	-	54.00
819	Bonus Merchandise	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total Income	89,504.25	65,299.00	59,555.94	60,359.42	59,920.87	72,783.87	77,767.45	87,135.18	101,126.56	108,863.86	110,511.68	102,765.27	995,593.35
	Expenses:													
401	Cost of Goods Sold	6,878.24	6,766.62	4,930.12	2,066.04	5,843.77	5,586.04	5,737.75	7,752.54	904.09	12,514.49	14,662.18	4,241.15	77,683.03
601	Salaries & Wages	41,160.16	29,550.86	26,561.34	28,389.74	26,070.21	29,021.68	26,214.52	30,656.20	28,953.95	34,435.11	29,107.64	34,123.59	366,845.00
601	Salaries & Wages G&A													
603	Bonus/Incentive	1,725.00	1,893.21	(1,175.00)	-	-	-	-	-	(725.00)	425.00	-	-	2,143.21
603	Bonus/Incentive G&A													
621	Employers Share of FICA	3,262.49	2,355.67	3,720.88	2,380.57	2,234.53	2,248.79	2,267.32	2,533.88	2,333.08	2,642.49	2,394.56	2,991.14	20,450.00
621	Employers Share of FICA G&A													31,365.40
622	Annual Leave Expense	1,119.27	2,262.55	2,161.73	640.84	2,223.11	4,038.65	2,839.37	1,859.97	192.85	1,446.69	1,466.01	1,502.75	21,752.79
622	Annual Leave Expense - G&A													
623	Sick Leave Expense	150.72	859.52	703.22	649.84	352.76	782.18	779.42	281.52	294.10	(11.93)	2,552.03	1,247.69	8,641.07
623	Sick Leave Expense G&A													
627	Employer Benefits Cost	-	-	-	-	-	-	-	-	-	-	-	-	-
629	Employers Health Ins. Cost	1,981.00	2,971.50	1,981.00	1,525.99	1,805.99	1,910.99	1,876.30	2,778.99	1,735.99	1,753.50	-	-	20,321.25
630	MWR Emplr Lifer/Dis Ins Cst G&A	92.24	138.36	92.24	37.07	37.07	37.07	37.74	55.60	37.43	37.07	-	-	601.89
632	MWR Emplr Other Ben Cst G&A	42.02	61.84	42.17	35.64	35.41	36.49	43.03	76.10	47.94	46.40	-	-	467.04
641	Utilities	2,585.00	2,585.00	2,585.00	2,585.00	2,585.00	2,585.00	2,585.00	2,585.00	2,585.00	2,585.00	2,585.00	2,585.00	31,020.00
642	Rentals	84.64		192.28	130.64			293.12	64.80		(4.80)	84.64	395.56	1,240.88
642	Rentals G&A	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	42.00
661	Telephone & Postage	73.79	32.16	247.77	70.05	4.45	-	12.10	16.58	86.75	40.46	(16.06)	70.01	638.06
661	Telephone & Postage G&A									17.59				17.59
662	Cable/Satellite Service	-	-	-	-	-	-	-	-	-	56.22	-	(35.54)	20.68
681	Repairs & Maint. Vehicles	18.61	2,308.28	864.82	1,918.83	122.14	899.00	2,683.64	1,075.94	843.33	983.65	724.16	587.39	13,029.79
683	Repairs & Maint. FF&E	-	-	-	637.90	378.55	-	-	-	633.45	281.30	-	88.50	2,019.70
683	Repairs & Maint. FF&E G&A													
685	Repairs & Maint - Bldg. & Facil	-	-	-	-	-	-	-	-	-	-	-	-	-
686	Minor Property	2,686.84	2,784.86	399.00	(1,952.43)	629.95	820.98	-	-	-	-	-	129.40	129.40
701	Supplies	12,764.82	6,490.98	3,263.99	7,806.86	3,677.80	4,326.23	12,281.66	16,532.15	4,610.94	11,090.88	18,567.78	4,963.48	106,377.57
701	Supplies G&A		123.00	526.95	-	-	-	-	-	-	-	-	-	649.95
703	Laundry	-	-	-	-	-	-	-	-	-	-	-	-	-
705	Ticket Expense	-	-	-	-	-	-	-	-	-	-	-	-	-
721	Travel & Per Diem	-	-	-	-	-	-	-	-	1,045.35	185.05	-	-	1,230.40
750	USA Offset-Minor Property	-	-	-	-	-	-	-	-	-	-	-	-	-
751	USA Offset-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-
752	USA Offset-Supplies	-	-	-	-	-	-	-	-	-	-	-	-	-

FY 99 INCOME STATEMENT (continued)

NAF	FY-99	Income/Expense Category	October	November	December	January	February	March	April	May	June	July	August	September	FY-99
Acct.															
753		USA Offset-Contractual	-	-	-	-	-	-	-	-	-	-	-	-	-
754		USA Offset-Maint. Cost	-	-	-	-	-	-	-	-	-	-	-	-	-
755		USA Offset-Other	-	-	-	-	-	-	-	-	-	-	-	-	-
757		USA Offset-Communications	-	-	-	-	-	-	-	-	-	-	-	-	-
758		USA Offset-Travel & Per Diem	-	-	-	-	-	-	-	-	-	-	-	-	-
761		Depr. Expense Vehicles G&A	500.74	500.74	500.74	500.74	500.74	500.74	500.74	500.74	500.74	500.74	500.74	500.74	6,008.88
763		Depr. Expense FF&E	2,601.84	2,902.90	3,350.00	3,349.82	3,139.52	1,964.24	1,896.06	1,896.46	1,963.76	2,178.72	3,013.97	3,329.81	31,587.10
780		Discounts Lost	-	-	-	-	-	-	-	-	-	-	-	(17.50)	-
781		Advertising & Promotion	595.27	-	361.19	35.90	66.48	251.42	-	73.31	-	-	327.82	150.00	1,861.39
782		Conference & Training	-	-	-	-	-	-	-	-	40.00	-	-	-	40.00
783		Contractual	528.00	-	-	-	-	-	-	-	-	3,493.50	(918.00)	-	3,103.50
783		Contractual Expense G&A	-	-	-	-	-	-	-	-	-	-	-	-	-
784		Credit Card Sales Expense	364.84	352.11	283.75	245.18	264.73	217.33	331.96	302.87	377.08	451.99	542.82	521.35	4,256.01
785		Awards & Prizes	185.40	23.04	-	50.04	21.00	-	140.90	-	192.58	-	701.75	314.70	1,829.41
787		Entertainment	-	-	7.67	-	-	-	-	-	-	-	-	-	7.67
799		Misc. Expense	140.55	45.00	-	-	-	-	-	3.00	-	-	-	-	188.55
912		Cash Shortage	115.31	182.56	118.41	212.10	192.20	94.39	675.56	315.09	442.70	544.75	354.57	223.96	3,471.60
914		Prior FY Expense Adjustment	(1,412.43)	385.00	(1,893.21)	-	-	-	-	340.12	-	286.00	-	-	(2,294.52)
915		Bad Check Expense	-	-	-	-	-	-	-	-	-	-	-	-	-
916		Bad Debt Expense	-	-	-	-	-	-	-	-	-	-	-	-	-
950		Interest Expense Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-
991		Misc Exp Extraordinary	133.15	-	-	21.54	-	-	-	(21.54)	-	-	-	5.48	5.48
		Total Expense	78,381.01	65,579.26	49,829.56	51,341.40	52,588.91	55,324.72	63,199.69	69,681.82	47,117.20	75,965.78	76,655.11	77,911.80	763,576.26
		Activity Profit/Loss	11,123.24	(280.26)	9,726.38	9,018.02	7,331.96	17,459.15	14,567.76	17,453.36	54,009.36	32,898.08	33,856.57	24,853.47	232,017.09

MONTEREY PINES FEE PROPOSAL

Green Fees

Mon- Fri

Status	Current	Proposed
Military	\$ 10.00	\$ 11.00
DoD Civilian	\$ 12.00	\$ 13.00
Guest	\$ 18.00	\$ 19.00
Jr./Military	\$ 6.00	\$ 6.00
Jr./ DoD	\$ 7.00	\$ 7.00
Jr./ Civilian	\$ 8.00	\$ 8.00

Mid-Day

Status	Current	Proposed
Military	\$ 8.00	\$ 9.00
DoD Civilian	\$ 10.00	\$ 11.00
Guest	\$ 15.00	\$ 16.00
Jr./Military	\$ 6.00	\$ 6.00
Jr./ DoD	\$ 7.00	\$ 7.00
Jr./ Civilian	\$ 8.00	\$ 8.00

Sat, Sun, Hol

Status	Current	Proposed
Military	\$ 12.00	\$ 13.00
DoD Civilian	\$ 15.00	\$ 16.00
Guest	\$ 25.00	\$ 26.00
Jr./Military	\$ 6.00	\$ 6.00
Jr./ DoD	\$ 7.00	\$ 7.00
Jr./ Civilian	\$ 8.00	\$ 8.00

Twilight

Status	Current	Proposed
Military	\$ 7.00	\$ 8.00
DoD Civilian	\$ 8.00	\$ 9.00
Guest	\$ 11.00	\$ 12.00
Jr./Military	\$ 6.00	\$ 6.00
Jr./ DoD	\$ 7.00	\$ 7.00
Jr./ Civilian	\$ 8.00	\$ 8.00

Golf Carts

	Current	Proposed
Pull Cart	\$ 3.50	\$ 4.00
18 hole	\$ 16.00	\$ 18.00
9 hole	\$ 10.00	\$ 12.00

Monthly Passes

Current

Status		1 dep	2 dep
A/D Officer	\$ 45.00	\$ 65.00	\$ 20.00
Ret Officer	\$ 45.00	\$ 65.00	\$ 22.00
A/D Enlisted	\$ 33.00	\$ 47.00	\$ 14.00
Ret Enlisted	\$ 40.00	\$ 58.00	\$ 20.00
DoD Civilian	\$ 55.00	\$ 80.00	\$ 30.00

Proposed

Status	Dependants pay same prices as the sponsor
A/D Officer	\$ 47.00
Ret Officer	\$ 50.00
A/D Enlisted	\$ 35.00
Ret Enlisted	\$ 45.00
DoD Civilian	\$ 60.00

MONTEREY PINES FEE PROPOSAL (CONTINUED)

MONTEREY PINES CURRENT			
Annual Passes		<i>1st dep add</i>	<i>2nd dep add</i>
<i>A/D & Ret Officer</i>	\$ 450.00	\$ 200.00	\$ 100.00
<i>A/D Enlisted</i>	\$ 330.00	\$ 140.00	\$ 70.00
<i>Ret Enlisted</i>	\$ 400.00	\$ 175.00	\$ 165.00
<i>DoD Civilian</i>	\$ 550.00	\$ 250.00	\$ 250.00

MONTEREY PINES PROPOSED			
Annual Passes		<i>1st dep add</i>	<i>2nd dep add</i>
<i>Ret Officer</i>	\$ 475.00	\$ 356.00	\$ 237.00
<i>A/D Officer</i>	\$ 465.00	\$ 349.00	\$ 232.50
<i>A/D Enlisted</i>	\$ 340.00	\$ 255.00	\$ 170.00
<i>Ret Enlisted</i>	\$ 420.00	\$ 315.00	\$ 210.00
<i>DoD Civilian</i>	\$ 578.00	\$ 433.00	\$ 289.00

APPENDIX D
MONTEREY PINES FIVE YEAR PLAN

MONTEREY PINES FIVE YEAR PLAN

MONTEREY PINES 5 YEAR PLAN

2000 Goal: Upgrade facilities and grounds; complete renovation of the clubhouse

Maintenance

- Procure 5 Gang Mower
- Purchase and install split rail fence from the clubhouse to the front gate
- Purchase and install hedges on # 4 & 6 tee boxes
- Build a new green for the 10th hole (outsource the project); reverse the existing nines
- Build a new tee box on # 7 to align it with the fairway
- Widen the existing tee box on # 8; install drainage
- Finish the hill project on the left side of # 3; install irrigation lines; overseed with rye grass; plant twenty trees on the top of the hill
- Establish a lemon/lime grove in the area between the # 3 tee box and the # 4 green
- Continue to cull out infected Monterey Pines
- Plant 40 new trees
- Aerate greens in July; Fresh water flush—July/November

Operations

- Purchase a new cash register and begin a two register operation
- Continue training with all Rec Aids in Customer Service; cash handling, and merchandising
- Provide two quality tournaments with commercial sponsorship
- Host Monterey County Junior Tournament and at least one more junior tournament
- Expand the junior program to include one rules seminar and one etiquette seminar
- Purchase and install a Range Ball machine with security fencing
- Re accomplish menu cards for the snack bar
- Develop a better inventory control system for the pro shop
- Improve communications internally utilizing the Managers Desk Reference set
- Re write Position Descriptions for Administrative Assistant, RV supervisor, Snack bar supervisor
- Develop a Friday afternoon “scramble” format program for military students assigned to NPS
- Develop a golf tournament menu that includes civilian/military pricing
- Develop a contract and a tournament brochure for Monterey Pines
- Work with the Club Del Monte Chef, Sysco Representative to develop a menu for the snack bar after renovation is complete
- Provide safety training to all personnel
- Develop plans for grand opening of clubhouse
- Promote special junior tournament in conjunction with Thunderbird visit
- Implement Customer Catalog Corner utilizing MWR credit card w/3 day turn around

MONTEREY PINES FIVE YEAR PLAN (CONTINUED)

- Ensure that all staff improve administrative skills through vigorous training utilizing the Managers Desk Reference set.
- Open the RV storage lot
- Be involved with MWR Director awards program
- Complete INVS for the irrigation system
- Provide rendering to SeaBees for cart path project
- Complete clubhouse renovation
- Order carts for spring operation

2001 Goal: Continue upgrading facilities/grounds for the benefit of our patrons

Maintenance

- Complete shower laundry room project
- Build aesthetically pleasing stalls to house top soil, sand, and gravel
- Redefine the parameters of the driving range (move it back 25 yards)
- Build a practice chipping green next to the practice bunker
- Elevate the #1 Tee box to 5 feet and build flower beds into the tee box
- Continue overseeding fairways with winter rye grass
- Attend one training seminar relative to golf maintenance
- Build two fairway bunkers
- Hedge two tee boxes
- Expand the flowered area in front of the storage area (Bldg. 199)
- Plant 40 new trees
- Deep tine & aerate all greens in July and flush with fresh water in July, Aug, and Sept. for two days each month
- Start wild flower seeding project
- Develop SOP for new cart/cart barn operations
- Remove vegetation and line lake beds in Alpha and Charlie Lakes
- Install safety netting on the east side of the driving range

Operations

- Continue Customer Service Training, & Cash handling
- Rec Aids to receive merchandising training from vendors
- Improve two major golf tournaments by including celebrity guest for each tournament
- Host Monterey Junior golf tournament and include celebrity guest
- Actively promote new golf products through the use of a spring merchandise show (invite vendors to display their wares).
- Host a Ladies Invitational golf tournament

MONTEREY PINES FIVE YEAR PLAN (CONTINUED)

- Purchase a tournament scoreboard and place it convenient to the snack bar
- Improve communications with patrons
- Attend a training workshop relative to golf management
- Continue to improve junior golf program (try to schedule a touring pro golf as a speaker/instructor)
- Re accomplish position descriptions as necessary
- Re accomplish menu cards
- Introduce new food items quarterly
- Install Navy POS system

2002 Goal Improve upon hospitality standards

Maintenance

- Develop plans for new irrigation system
- Search for new water source
- Continue July/Nov fresh water flushing
- Continue wild flower development
- Plant forty new trees
- Cull Monterey Pines infected with pitch canker
- Build two fairway bunkers
- Start a weed eradication program
- Re sand all bunkers as required
- Monitor appearance of clubhouse and all facilities
- Continue safety training program
- Attend one conference relating to golf maintenance
- Pave the RV storage area with asphalt
- Re accomplish Position Descriptions as necessary
- Level # 3 tee box
- Continue wild flower planting

Operations

- Attend one training class relative to golf management
- Evaluate and change merchandizing scheme if necessary
- Continue quality training program for staff members
- Host two tournaments with celebrity guests and commercial sponsorship
- Host Monterey County Junior championships
- Ensure the highest quality junior program in Monterey County
- Develop programs that involve more student and DLI activity

MONTEREY PINES FIVE YEAR PLAN (CONTINUED)

- Host a " DEMO DAY" at the driving range
- Provide patrons a spring fashion and golf equipment show
- Have a " Golf Widows" tournament with picnic
- Continue menu development
- Continue to improve communications with internal/external customers
- Continue vendor training with staff members
- Ensure that golf lesson program shows continued improvement
- Ensure that all program initiatives are well publicized
- Re accomplish menu cards

2003 Goal Maintain an operation that exceeds expectations

Maintenance

- Attend one conference pertaining to golf maintenance
- Rebuild # 4 Tee Box
- Level Driving Range and build target areas
- Finish Irrigation project
- Maintain strong safety program
- Review and adjust maintenance capital expenditure list
- Continue fresh water flushing of greens
- Build two fairway bunkers
- Start back nine renovation in conjunction w/irrigation project
- Continue weed eradication program
- Irrigate with fresh water Jul/Nov
- Continue tree replacement

Operations

- Attend one conference pertaining to golf management
- Provide customer service training to all operations personnel
- Provide junior tournament with Blue Angels
- Promote Monterey County Junior Golf Championship
- Provide a "skills" competition day, i.e. long drive, chipping, putting
- Procure commercial sponsorship for the Little Masters and the Club Championship
- Re evaluate all position descriptions
- Hold a good Christmas Sale
- Continue vendor training with operations personnel
- Hold one lesson/rules seminar with a tour pro
- Hold one tournament with a celebrity guest
- Hold a "Thank You Patrons" day

MONTEREY PINES FIVE YEAR PLAN (CONTINUED)

- Continue menu development
- Re accomplish menu cards

Capital Expenditures

00----	5 gang Mower	\$25,000.00
	Split rail fence	\$8000.00
	30 Yamaha golf carts	\$120,000.00
01----	Greens mowers (2)	\$16000.00 ea.
	Turf Vehicle	\$8000.00
	Toro Turf Vehicle	\$15000.00
	Copy Machine	\$ 2000.00
	Fax Machine	\$ 500.00
02----	Pick up Truck	\$15000.00
	Rough Mower	\$15000.00
	Computer Upgrade	
03----	Grass Seeder	\$ 9000.00
04----	Range ball machine	\$ 8000.00
04----	Carts	\$250,000.00

MONTEREY PINES FIVE YEAR PLAN (CONTINUED)

2004—Goal Provide an outstanding facility to the military community

Maintenance

- Continue over seeding fairways
- Attend one maintenance related seminar
- Start cart path project
- New sand in all traps
- Build two new traps
- Continue tree replacement
- Build two new bunkers
- Improve landscaping around clubhouse
- Review all maintenance position descriptions
- Elevate the 17th tee box
- Evaluate all equipment

Operations

- Continue quality training of golf course employees
- Attend management training
- Upgrade all software for golf operation
- Provide a quality junior program
- Start an inter service golf competition during summer months
- Host golf tournament/bar-b-que, and entertainment
- Host vendor day with skills competition
- Host two major golf tournament w/commercial sponsorship
- Market new pro shop inventory
- Host golf seminar for rule changes presented by Northern California Golf Association
- Host major Ladies golf tournament
- Develop military couples golf program
- Develop market plan for clubhouse utilization
- Change menu, tournament menu, check menu cards
-

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APPENDIX E

MWR APF/NAF FINANCIAL INFORMATION

**MORALE, WELFARE, AND RECREATION
RESTRICTED CASH**

31-May-00						
PROJECT/EQUIPMENT	ORIGINAL AMOUNT OF RESTRICTED CASH	PAID/OBLIG	ORDERED	REMAINING	STATUS	AVAILABLE FOR REDIRECTION
GOLF:						
Irrigation Well	\$320,000.00	\$72,088.00		\$247,912.00	oblig.to PW-not paid	
Safety Netting	\$15,000.00			\$15,000.00		
Golf Course Green Tees	\$50,000.00			\$50,000.00		
Range Ball Machine & Building	\$12,000.00	\$6,337.00		\$5,663.00		
Golf Carts	\$120,000.00			\$120,000.00		
Golf course complex upgrade	\$50,000.00			\$50,000.00		
RV CAMPGROUND:						
RV Campground Concrete Slabs	\$70,000.00	\$70,000.00		\$0.00	oblig.to PW-not paid	
RV Campground Equipment	\$33,180.00	\$28,068.52		\$5,111.48		
RV automatic gate/safety net	\$68,000.00	\$67,725.00		\$0.00	oblig.to PW-not paid	\$275.00
CLUB:						
Dishwasher	\$9,000.00			\$9,000.00		
Design for Club Areas	\$90,000.00	\$83,193.00		\$6,807.00	oblig.to PW-not paid	
Club Renovation Collateral	\$150,000.00			\$150,000.00		
Club Del Monte Renovation	\$450,000.00			\$450,000.00		
INFO., TICKETS & TOURS:						
ITT Renovation	\$70,000.00			\$70,000.00		
YOUTH CENTER:						
Youth Ctr. NAFCON start up	\$50,000.00			\$50,000.00		
MARINA:						
Marina pick-up truck	\$30,000.00			\$30,000.00		
BUSINESS SUPPORT OFFICE:						
Accounting Furniture	\$30,000.00	\$0.00	\$30,000.00	\$0.00		
Accounting Carpet	\$10,000.00	\$9,720.00	\$0.00	\$280.00		
ALL ACTIVITIES:						
MWR Signage	\$60,000.00	\$5,602.00		\$54,398.00		
Point of Sale System	\$130,000.00	\$0.00		\$130,000.00		
Computers	\$32,000.00	\$23,602.67	\$8,592.33	\$0.00		
TOTAL	\$1,849,180.00	\$366,336.19	\$38,592.33	\$1,444,171.48		\$275.00

TOTAL RESTRICTED PER 00-102-00

\$1,482,763.81

MWR NAF/APF BUDGETS (TOTAL PROGRAM) FY 00

NAF Act. No.	MWR CATEGORY / ACTIVITY	NAF INCOME	NAF EXPENSE	NAF PROFIT/LOSS	APF USA EXPENSE	APF OTHER EXPENSE	TOTAL APF SUPPORT	TOTAL PROGRAM PROFIT/LOSS
Cat A								
00	GENERAL FUND	16,260	451,863	(435,603)	96,267	296,753	393,020	(828,623)
08	PICNIC/PARK AREAS	1,240	4,400	(3,160)	4,400	-	4,400	(7,560)
17	SINGLE SAILOR PROGRAM	3,655	5,827	(2,172)	2,000	45,000	47,000	(49,172)
61	SPORTS/ATHLETICS	36,000	108,294	(72,294)	94,200	171,000	265,200	(337,494)
62	FITNESS CENTER	10,016	10,590	(574)	-	85,000	85,000	(85,574)
63	INTRAMURAL SPORTS	8,320	21,525	(13,205)	17,400	-	17,400	(30,605)
SUB-TOTAL CAT-A								
		75,491	602,499	(527,008)	214,267	597,753	812,020	(1,339,028)
Cat B								
14	SPECIAL COMMUNITY EVENTS	50	30,646	(30,596)	6,000	-	6,000	(36,596)
19	COMMUNITY ACTIVITIES	11,550	9,034	2,516	-	-	0	2,516
20	YOUTH ACTIVITIES	20,350	33,862	(13,512)	19,087	64,000	83,087	(96,599)
21	SCHOOL AGE CARE	62,400	59,092	3,308	5,600	105,000	110,600	(107,292)
22	CHILD DEVELOPMENT CENTER	427,500	428,436	(936)	16,000	445,633	461,633	(462,569)
30	VEHICLE STORAGE	12,000	-	12,000	-	-	0	12,000
33	MARINA SERVICES	9,300	9,820	(520)	-	47,000	47,000	(47,520)
55	ITT	506,199	498,733	7,466	-	-	0	7,466
60	SWIMMING POOL	19,450	35,146	(15,696)	29,660	54,000	83,660	(99,356)
67	UNIT ACTIVITY FUNDS	-	9,300	(9,300)	-	-	0	(9,300)
SUB-TOTAL CAT-B								
		1,068,799	1,114,069	(45,270)	76,347	715,633	791,980	(837,250)
Cat C								
01	ALL HANDS CLUB	1,798,375	1,631,563	166,812	-	-	0	166,812
09	RV PARK W/HOOK UPS	43,900	43,799	101	-	-	0	101
40	GOLF	976,573	812,592	163,981	-	-	0	163,981
54	LEISURE TRAVEL	2,340	-	2,340	-	-	0	2,340
59	RECYCLING	1,800	-	1,800	-	-	0	1,800
SUB-TOTAL CAT-C								
		2,822,988	2,487,954	335,034	0	0	0	335,034
TOTAL								
		3,967,278	4,204,522	(237,244)	290,614	1,313,386	1,604,000	(1,841,244)

NAF Profit/Loss with USA \$53,370

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MWR Department
Naval Support Activity Monterey Bay
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Seaside, CA 93955-7100

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